



# Foreword

As we enter a new year, it is crucial for us to reflect on our achievements and areas where we can make improvements. It gives us great pleasure to present to you the Council's Residents' Annual Report for 2024-2025. We trust that you will find it not only informative but also a valuable resource, and we would like to express our gratitude for taking the time to review it.



The development of this report has been guided by the feedback received from our tenants and leaseholders. By evaluating our performance across a spectrum of housing services and benchmarking it against local standards, we believe that the report offers a transparent overview of our accomplishments and outlines our plans for the upcoming year.

Our collaboration with the Dartford Tenants' and Leaseholders' Forum (DT&LF) remains pivotal as we strive to ensure that our housing services are not only efficient but also effective and inclusive.

Our dedication to maintaining a customer-centric approach has led to the successful recruitment of two new Officers: the 'Communications and Engagement Lead' and 'Customer Engagement Officer'. We have also begun the recruitment of a new Resident Involvement Officer, which we hope to have in post early summer. By actively reviewing our interactions and engagement with these newly filled roles, we aim to enhance our commitment to consistently enhance the quality of service you receive.

Our focus on engaging with tenants and leaseholders across a spectrum of services underscores our firm commitment to driving ongoing improvements. We have further strengthened our commitment by establishing a Housing Complaints Panel to ensure we actively work towards improvement of your services.

For insights on ways you can actively participate, please refer to the back page of the report.

Thank you once again for your continued support and collaboration.

**Councillor David Mote**  
Cabinet Portfolio Holder for Housing

# Introduction

We continue to work towards meeting the current regulatory standards, overseen by the Regulator of Social Housing.

This report explains how we have been performing over the past year under the below consumer standards and sets out our aims for 2024/2025.

Consumer Standard	Required Outcomes
Safety and Quality	Stock quality Decency Health and safety Repairs, maintenance and planned improvements Adaptations
Transparency, Influence and Accountability	Fairness and respect Diverse needs Engagement with tenants Information about landlord services Performance information Complaints
Neighborhoods and Community	Safety of shared spaces Local cooperation Anti-social behavior and hate incidents Domestic abuse
Tenancy	Allocations and lettings Tenancy sustainment and evictions Tenure Mutual exchange

# Safety and Quality Standard

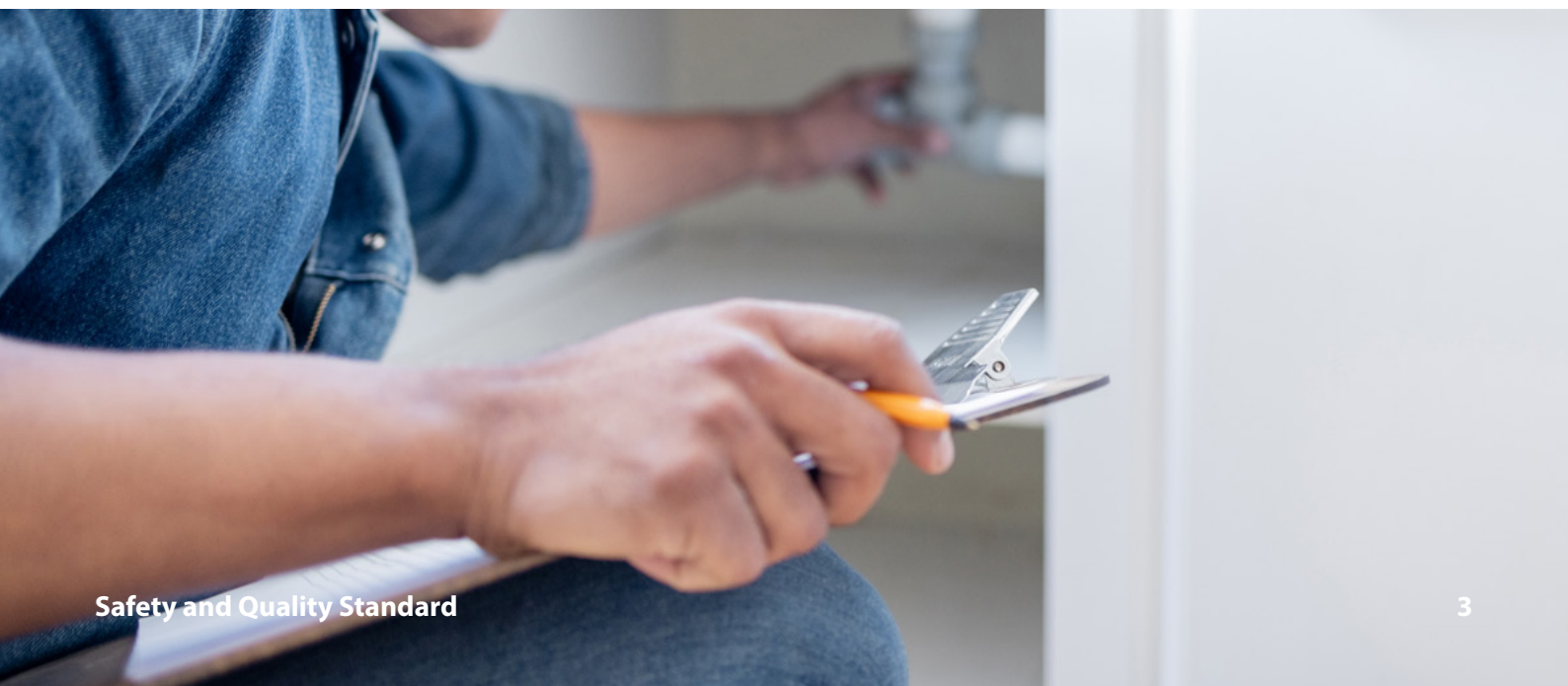
## What we achieved in 2024/2025

### Stock quality

- Completed stock condition surveys to 1180 homes. During each survey, we collected vital information about the condition of the home which allows the service to forecast when future maintenance is required. Condition information is collected on all property attributes, including items such as roofs, boilers, kitchens, bathrooms and doors. The survey also highlights any homes that may be suffering from damp and mould.
- Implemented new ways to keep information on our homes up to date including visiting homes that haven't reported any repairs in two years, collected information at annual gas servicing visits and external wall insulation visits. Each of these initiatives helps us to keep up to date on the condition of our homes and plan service improvements.
- Took appropriate action when items were identified for example: highlighting failures for Housing, Health and Safety Rating System (HHSRS) legislation, anniversary dates for gas servicing and electrical testing, and monitoring installation and replacement of smoke and carbon monoxide alarms. In line with best practice we adopted the category LD2 standard and as part of our 5 year programme and completed upgrade works to more than 500 homes.
- Tenants can expect a full electrical test to their home every 5 years and in 2024/25 we completed more than 980 electrical tests.
- We achieved a 100% compliancy rate for gas safety, meaning a qualified engineer attended each tenanted home during the year and completed essential safety checks.
- As part of our ongoing strategy to reduce tenants' energy costs, we were successfully awarded match funding of £1.8 million in 2023 to undertake a programme of external wall insulation upgrades. The programme is ongoing and in 2024/25 we completed retrofit upgrade works to 45 homes. Each homes energy performance will have reached a minimum grade of EPC C.

### Decency

- Achieved 97.62% homes meeting the Decent Homes Standard.



## Health and safety

- Completed inspections of all homes where a report of damp or mould was made. Reports of damp and mould are pre-inspected to determine the cause, and as a result, the number of inspections completed, increased during 2024/25. We have continued to introduce monitoring equipment to homes. The devices monitor temperature and humidity and support officers when diagnosing the causes of mould.
- Our Fire Safety Policy, which sets out how we manage fire safety risks in our buildings its communal areas, was approved by Cabinet and went live.
- Developed and consulted residents on an Asbestos Management Policy and Plan, which sets out our approach to managing asbestos in our housing stock and sites which fall under the responsibility of the Housing Service.
- Offered the Older Person's Decoration Scheme, Handyman Scheme and Sanctuary Scheme to support tenants in their homes.
- Used concern cards to identify tenants who may require extra support or to highlight a safeguarding concern.
- Our annual fire risk assessment programme was completed. 1753 of our homes are connected to common areas, meaning a fire risk assessment must be completed, which we complete annually and where remedial works are required, works are then scheduled and undertaken.
- In line with our duties under the Asbestos Regulations 2012, we completed an annual asbestos survey to common spaces where we know asbestos may be present. Each survey notes the condition of asbestos items, and where damaged, they will then be removed.

## Repairs, maintenance and planned improvements

- Offered information on the various ways for reporting repairs including online, phone and email, by promoting them on our website, on noticeboards and within the Link newsletter and when requested in alternative formats.

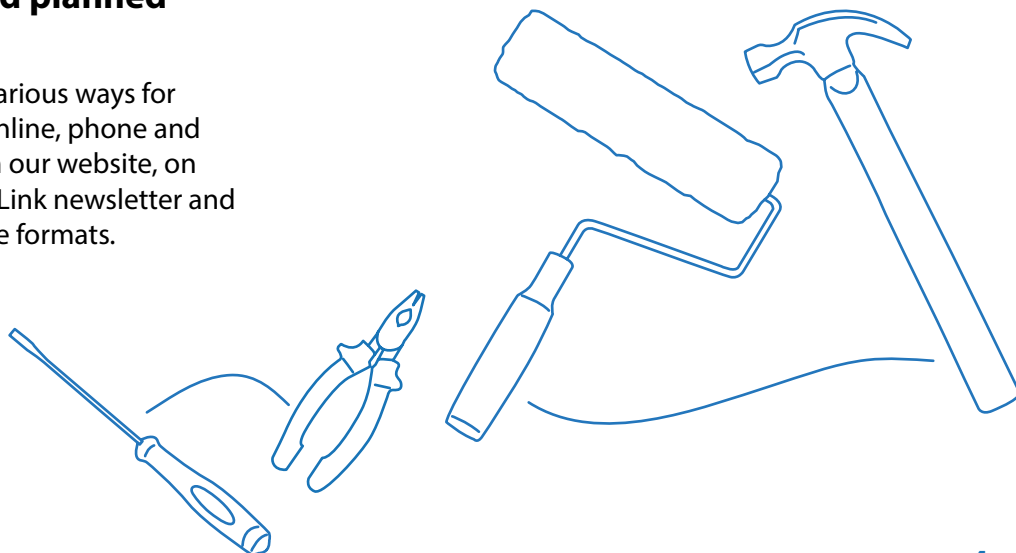
- Our new Housing Repairs and Maintenance Policy is live and can be found on our website. The policy sets out our responsibility for housing repairs, maintenance and safety compliance, and areas of repair that are the responsibility of residents.
- Completed estate improvements to Temple Hill Square, upgrading communal flooring and undertaking redecoration.
- Invested over £450k in improvements to our garage blocks including solar lighting.
- Completed refurbishment of garage sites at Albert Road, Bell Close, Keary Road, Stonewood and Welcome Avenue. Each refurbishment included the introduction of new solar lighting which has provided greater security at night for garage users.

## Identified areas for improvements to repair timescales including making sure repairs are:

- Carried out properly, better quality and finished right first time.
- Carried out quicker; and that there is better communication including updates about repairs
- Checked after they have been carried out to ensure they have been done properly.

## Adaptations

- Established a new Aids and Adaptations Policy for Council Tenants to consider applications from tenants who are elderly, frail or neurodivergent. Following Cabinet approval, this went live earlier this year.
- Worked in partnership to deliver our adaptations service to tenants including working with Hi-Kent, KCC Fast Track, KCC Disabled Children's Team and KCC Assessment and Enablement Team.





# Repairs & Maintenance Performance

Repairs to heating systems	<b>4735</b>
Replaced bathrooms	<b>106</b>
Replaced kitchens	<b>24</b>
Re-wires	<b>41</b>
Replaced roofs	<b>13</b>
Installed new boilers	<b>140</b>
Installed new central heating	<b>137</b>



# Transparency, Influence & Accountability Standard

## What we achieved in 2024/2025

### Fairness and respect

- We began our TRU (tenancy round up) initiative, in which we aim to knock on every tenant and leaseholder's door to check in with them. Giving space to raise any concerns and gathering feedback for us to use and improve our services.
- Continued to ensure our staff are working to our Employee Code of Conduct.
- Recognised and celebrated tenants in our communities under the Good Neighbour Thank You Scheme to show our appreciation of tenants who are good neighbours and contribute positively to the community. The first awards were held in December 2024 and since then we continue to promote this initiative and encourage tenants.
- We have reviewed the loneliness guidance to ensure it is up to date with the services available to support residents, including face to face befriending services.
- We continued our commitment to tackle loneliness and isolation in our communities by raising staff and resident awareness of issues and resources available for support.
- Continued department work on our improvement Plan,

### Diverse needs

- We have reviewed and updated the information collected on the equalities monitoring form that is completed at allocation to ensure it captures relevant information.
- An equalities and diversity survey alongside a communication survey was created and sent to all residents, to ensure our records are up-to-date. We will use the data to ensure accessibility needs are met as well as ensuring we are accessible and mindful of all.
- We have started recruitment for a new position within the Customer Communications and Engagement team for a Resident Involvement Officer to take forward our strive towards engagement and accessibility to our services whilst improving communications.





## Engagement with tenants

- Continued to work with the Dartford Tenants and Leaseholders Forum to ensure services are diverse to all.
- Offered resources to support individuals and groups who want to make improvements in their area.
- Created a WhatsApp channel enabling quick information sharing with tenants and leaseholders, we continue to promote this new initiative.
- Conduct weekly inspections to ensure we are monitoring our properties whilst giving the opportunity for residence to engage with our customer engagement officer.
- Continue to publish 'The Link' newsletter for our residents.
- We have improved our engagement and now have dedication with a newly established Customer Communications and Engagement team who will continue this work.

## Information about landlord services

- Continued to publish via our newsletter to tenants and leaseholders.
- Reviewed the current website and will include this as a main task within the current recruiting role of Resident Involvement Officer, to make improvements to our website in order to enhance the customer journey, experience and accessibility.
- We have continued to promote via our WhatsApp group information including fire safety, gas safety and damp and mould and via our newsletter.
- Continued to give information about rent to customers via the website and in writing each year.
- Promoted information on legal obligations and regulatory requirements within our policies and on our website.
- Used various methods of communication to update tenants on progress, next steps and outcomes when delivering our services.
- Continued utilising Dartford Tenants and Leaseholders Forum Public Meetings and the Link newsletter to promote services, policies, consultations, engagement opportunities and other information useful for our tenants.

## Performance information

- Provided 2023/24 performance information including the results of the annual tenant satisfaction measures in the Link newsletter, on our website and within this report. We will be repeating this for 2024/25 data.

## Complaints

- Published information on how tenants can make a complaint on our website, and within our Link newsletter.
- Published complaint handling performance and learning from complaints within the Link newsletter, on our website and this is also reported to the Housing Advisory Board.
- Created a Housing Complaints Panel chaired by the Member responsible for complaints and members of the Customer Communication, Engagement team and Dartford Tenants and Leaseholder Forum members to ensure we are reviewing complaints and learning to create best practice.
- against, the Housing Ombudsman's Complaint Handling Code.

## Self-referral

- Developed a procedure for making self-referrals to the Regulator of Social Housing where a breach or potential breach of any of the consumer standards has been identified.

## Anti-social behaviour

- Number of identified Tenancy Fraud cases 2024/25 = 20 (unauthorised occupancy 6, not living in principle address 10, sublets 4).



# Neighbourhood & Community Standard



## What we achieved in 2024/2025

### Safety of shared spaces

- Worked in partnership with the Council's Community Safety Unit and Environmental Health Service to improve the safety of shared spaces.
- Offered grants for improving shared spaces.
- Carried out estate inspections to report safety issues in shared spaces.
- Carried out enforcement of vehicles parked on Council amenity land without consent.

### Anti-social behaviour and hate incidents

- Continued to work with relevant partners to prevent and tackle anti-social behaviour including daily briefings with the Community Safety Unit and Environmental Health, Dartford Town Against Crime Partnership, and contributed to multi-agency risk assessment conferences.
- Issued multiple Community Protection Warnings, Community Protection Notices, Notices of Seeking Possession and Notices to Quit to tackle cases of anti-social behaviour.
- Reviewed the Anti-social Behaviour Policy to include setting out the approach to tackling and deterring hate incidents in the neighbourhoods where the Council provides social housing (consultation on policy has recently finished).
- Considered developing a landlord service specific webpage on anti-social behaviour and hate crime.
- Created an Anti-social behaviour leaflet which is now in circulation.
- Introduced parking warning cards for vehicles parked on Council amenity land without consent.
- Introduced Vulnerability Risk Assessment for those reporting anti-social behaviour.
- Introduced a central point of contact for residents requiring management transfers. Same person seeing the case through from start to finish.





## Domestic abuse

- Continued to provide information on domestic abuse support and promote awareness campaigns on our corporate social media pages, using media assets provided by Kent County Council.
- Promoted and hosted the multi-agency Dartford Domestic Abuse One Stop Shop, offering free advice, information and support under one roof, ensuring availability of housing staff during this multi-agency weekly hub.
- Committed to regular attendance at multi-agency risk assessment conferences (MARAC) to develop safety plans for victims and their children.
- Attended and helped shape the new MARAC Hub model (launched February 2025) in partnership with Kent Police, Kent County Council and other Kent partners.
- Implemented a new Kent Sanctuary Access for Eligible Residents (SAFER) Scheme providing additional security to victim's property and actively making referrals.
- Created Domestic Abuse Champions within the housing service to lead awareness and support to staff on domestic abuse.
- Achieved White Ribbon accreditation and carrying out a three year plan of White Ribbon activities.
- Worked towards domestic abuse housing alliance (DAHA) accreditation.
- Worked with the Kent Domestic Abuse Partnership Board and the North Kent Domestic Abuse Forum partners to improve partnership working arrangements and ensure support is available for victims of domestic abuse.



# Tenancy Standard

## What we achieved in 2024/2025

### Allocations and lettings

- Continued to allocate homes based on the individual circumstances of each application including property size, areas identified as unsafe for the occupant/s, and any medical or relevant advisor recommendation.
- Continued to check who is applying and living in our homes by requesting proof from applicants and prospective tenants to assist in identity checks as detailed within our Tenancy Fraud Policy for Council Housing. Via our Tenancy round up initiative we are also able to provide further checks.
- Continued to publicise how to report tenancy fraud via our Link newsletter and website and investigated reports made by the public.
- Undertaken tenancy fraud training for staff.
- Reviewed the Downsize for Cash Scheme and developed an Under-Occupation Policy, which contains increased levels of payments offered to under-occupying tenants who wish to downsize their property. We continue to promote downsizing for cash via our communication channels.

### Tenancy sustainment and evictions

- Worked in partnership across the Housing Service and with external organisations to help support vulnerable tenants to access services and maintain their tenancy.
- Continued coordination within the case management and complex case panels.
- April 24 – March 25 statistics 41 tenants at risk of eviction, 9 evictions carried out so 32 were able to sustain their tenancy with support from the rents team.

### Tenure

#### New Tenancy Agreement

- The Tenancy Agreement consultation is set to take place from 14th April to 16th May. During this period, we will make consultation documents available on our website, which will include a detailed log of changes and a support pack for reference. After the initial consultation phase concludes, we will hold a further consultation. The results of these sessions will then be reported to the Cabinet for formal approval. Following Cabinet approval, we will issue a Notice to Vary the Agreement to all tenants. Tenants will not be required to sign a new Agreement; however, the new conditions will become enforceable. Reviewed and consulted tenants on our Housing Assignment Policy which sets out the circumstances where a tenancy may be transferred to another person.

#### Mutual exchange

- Continued to offer HomeSwapper as a way for tenants wishing to mutual exchange with 28 taking place in 2024/25.



# Our actions for **2025-2026**

# Transparency, Influence & Accountability Standard

## We will:

### Diverse needs equalities survey

- We will use the information gathered from the recent diversity and equality surveys to residents to ensure our systems are up-to-date and we will take action on any needs highlighted.
- Ensure we are mindful of the data gathered from the surveys to shape our correspondence and engagement moving forward.
- Continue to review and update the tenancy verification form completed during visits to the property for fraud prevention purposes or to update occupancy details on One Housing.
- Update the information we hold based on feedback from the TRU visits.
- Continue to monitor how tenants' communication and support needs are recorded on One Housing to ensure such needs are easily identified.
- Strengthen the information exchanged between the Allocations and Accommodation Services Teams to the Tenancy Services Team about new tenants communication and support needs.

### Engagement with tenants

- Gather feedback and understand best practices when delivering transactional satisfaction surveys to increase responses.
- Improve how we feedback to tenants on the outcome of consultations and satisfaction survey work.

### Information about landlord services

- Complete the development of the Local Standards and consult tenants in the process.
- Improve the housing webpages.
- Continue to work with the Communications team to improve the current digital version of the Link newsletter and encourage sign-up to this service.

### Performance information

- Collect and publish the Tenants Satisfaction Measures (TSM) for 2025-26.
- Benchmark the TSMs with other providers to see how our performance compares.
- Continue to collate and publish financial measures on director remuneration and management costs annually on the website to ensure openness and transparency on how income is being spent.

### Complaints

- Continue to promote information on how to make a complaint and the role of the Housing Ombudsman. Ensure the information is included in standard letters and satisfaction surveys.
- Complete and publish the annual complaints performance and service improvement report on the Complaint Handling Code for 2025-26, including a self-assessment against the Code.
- Improve the methods whereby the Council learns from complaints in order to prevent repetition.
- Utilise the information and feedback from the Housing Complaints Panel to shape the process and our work.

# Neighbourhood & Community Standard

## We will:

### Local cooperation

- Develop a new Housing Strategy for 2025.
- Develop a new Housing Policy on the Maintenance of Trees, Hedges and Shrubs.

### Anti-social behaviour and hate incidents

- Publish a new Anti-social Behaviour and Hate Incident Policy to include setting out the approach to tackling and deterring hate incidents in the neighbourhoods where the Council provides social housing.
- Consider developing a landlord service specific webpage on anti-social behaviour and hate crime.

### Domestic abuse

- Consider developing a landlord service specific webpage on domestic abuse.
- Review how domestic abuse cases are flagged on our internal management system
- Undertake a review of the Sanctuary Scheme Referral Procedure.





# Tenancy Standard

## We will:

### Allocations and lettings

- Continue to publish the numbers of tenancy fraud and types and the actions taken and outcomes in our Annual Report to tenants and leaseholders.
- Carry out a review of the Allocations Policy to ensure it remains up to date and relevant.

### Tenure

- Complete a review on a revised Tenancy Agreement and Tenancy Support Pack and carry out tenant consultation.

# Competence & Conduct Standard

## We will:

- Prepare for a new consumer standard expected to come into force called the Competence and Conduct Standard. This standard aims to ensure that staff have up-to-date skills, knowledge and experience, and that they exhibit the right behaviours to deliver a high quality, professional service and treat residents with respect.

### Policy on competence and conduct

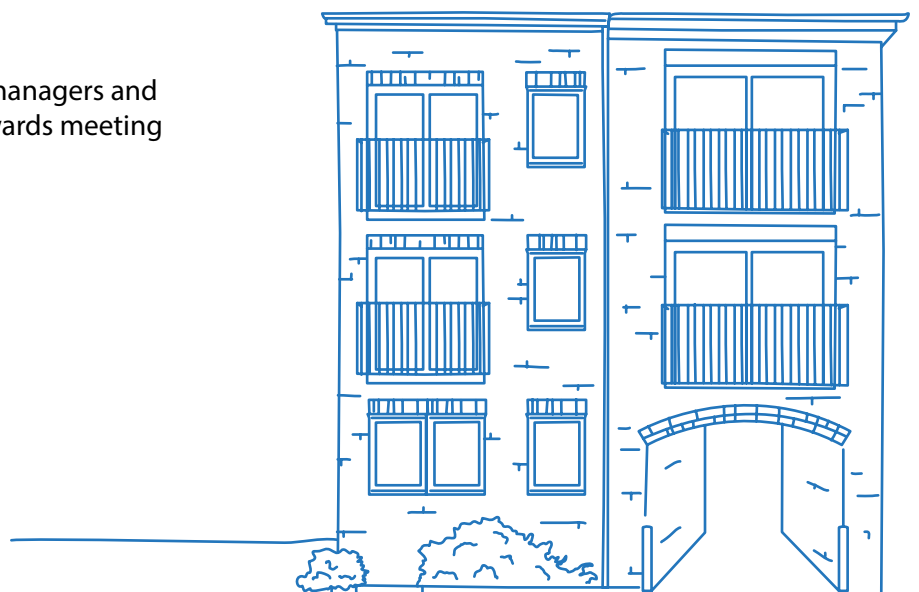
- Develop a policy on competence and conduct.

### Code of conduct

- Adopt or develop a code of conduct for relevant individuals.

### Qualifications

- Ensure all relevant senior housing managers and executives meet or are working towards meeting the qualification requirements



# Tenant Satisfaction Measures

The Regulator of Social Housing has introduced a set of annual tenant satisfaction measures that let you see how well we are performing in providing good quality homes and services. Some of these measures come from satisfaction surveys and some come from management information we hold about our services. These measures help understand in which areas we are doing well at and which areas need improving.

## Overall satisfaction

Code	Tenant satisfaction measure	2023-24	2024-25
TP01	Proportion of respondents who report that they are satisfied with the overall service from their landlord	72.3%	73.6%

## Keeping properties in good repair

Code	Tenant satisfaction measure	2023-24	2024-25
RP01	Proportion of homes that do not meet the Decent Homes Standard	1.07%	2.4%
RP02 (1)	Proportion of non-emergency responsive repairs completed within the landlord's target timescale	81.1%	77.4%
RP02 (2)	Proportion of emergency responsive repairs completed within the landlord's target timescale	91.2%	91.9%
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	77.8%	75.6%
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	81.3%	74.8%
TP04	Proportion of respondents who report that they are satisfied that their home is well maintained	75.1%	78.1%

## Maintaining building safety

Code	Tenant satisfaction measure	2023-24	2024-25
BS01	Proportion of homes for which all required gas safety checks have been carried out	100%	100%
BS02	Proportion of homes for which all required fire risk assessments have been carried out	93.9%	100%
BS03	Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	100%	100%
BS04	Proportion of homes for which all required legionella risk assessments have been carried out	83.9%	100%
BS05	Proportion of homes for which all required communal passenger lift safety checks have been carried out	100%	100%
TP05	Proportion of respondents who report that they are satisfied that their home is safe	78.0%	81.7%

## Respectful and helpful engagement

Code	Tenant satisfaction measure	2023-24	2024-25
TP06	Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	62.8%	66.7%
TP07	Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	68.5%	70.5%
TP08	Proportion of respondents who report that they agree their landlord treats them fairly and with respect	76.2%	74.9%

## Effective handling of complaints

Code	Tenant satisfaction measure	2023-24	2024-25
CH01 (1)	Number of stage one complaints received per 1,000 homes	4.7	17.6
CH01 (2)	Number of stage two complaints received per 1,000 homes	0.5	3.8
CH02 (1)	Proportion of stage one complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	65.0%	85.1%
CH02 (2)	Proportion of stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	100%	68.8%
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	30.9%	35.9%

## Responsible neighbourhood management

Code	Tenant satisfaction measure	2023-24	2024-25
NM01 (1)	Number of anti-social behaviour cases opened per 1,000 homes	35.1	78.1
NM01 (2)	Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	0	0.5
TP10	Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	52.5%	55.7%
TP11	Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	58.3%	61.0%
TP12	Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	51.1%	54.8%

For more information on the tenant satisfaction measures and our approach to carrying out the satisfaction survey, visit [dartford.gov.uk/tsms](https://dartford.gov.uk/tsms)



# Complaints

If we get things wrong, we want to make them right and learn from our mistakes.

## Complaint Handling Code

The Housing Ombudsman has a Complaint Handling Code that all social housing landlords must follow to ensure they are responding to complaints effectively and fairly. To view our self-assessment against the Code to see how we're performing as a landlord visit [dartford.gov.uk/other-services/housing-complaints](https://dartford.gov.uk/other-services/housing-complaints)

## How we performed on handling your complaints in 2023-2024

We have two stages to our complaints process. Stage one is where you can first express dissatisfaction. If you remain dissatisfied after stage one, you can request a stage two review. If you remain dissatisfied after the stage two review, you can ask the Housing Ombudsman to investigate your complaint.

Number of stage one complaints opened	81
Number of stage two complaints opened	16
Number of Housing Ombudsman investigations	0
<b>Total</b>	<b>97</b>

## Reason for complaints

Complaints can be about different areas of our landlord and leasehold services.

Repairs and maintenance	53
Anti-social behaviour	13
Estate Management	12
Leasehold Services	5
Housing allocations	9
Rents	5
Staff Behaviour	8
Moving to a property	6
Occupancy rights	1
Right to Buy	2
<b>Total</b>	<b>114</b>

## Stage one and stage two response timescales

We aim to provide a full response to stage one complaints within 10 working days and 20 working days for stage two complaints following our acknowledgment of your complaint.

Complaints responded to within timescales	71
Complaints not responded to within timescales	26
<b>Total</b>	<b>97</b>

## Complaint outcomes

Once a complaint is looked into a decision is made on the outcome. You should be given the reasons for the decision. When we get things wrong we apologise and put things right. This may include looking at changing our policies or procedures to make sure the same thing doesn't happen again, or we may provide training to staff to increase their awareness or skills in a particular area if needed. If it is a complaint about something we haven't done, for example a repair, we'll make sure it gets done right away.

Complaint upheld	46
Complaint partially upheld	23
Complaint not upheld	28
Complaint withdrawn	0
<b>Total</b>	<b>97</b>

## How we have learned from complaints and made improvements

Improvements resulting from learning from complaints are crucial for creating a positive and effective complaint handling culture. This year, we have implemented several enhancements based on feedback and insights gathered through our complaints management processes. Some notable improvements include:

- Establishment of the Housing Complaints Panel in February 2025, chaired by the Member Responsible for Complaints. The panel includes representatives from our Dartford Tenants and Leaseholders Forum, as well as officers from the Customer Communication and Engagement team. This panel's primary role is to scrutinise complaint handling and performance. Its establishment aims to create a comprehensive complaint handling culture within the Housing Servicet.
- We have recruited and established a Customer Communication and Engagement team. This dedicated team enhances our capacity to manage complaints effectively whilst improving engagement and communications with residents.
- Annual Complaints Performance and Service Improvement Report: The recently completed Annual Complaints Performance and Service Improvement Report has allowed us to better understand complaint trends and feedback, guiding our strategies for future improvement. The insights gained from this report will be presented to the Housing Advisory Board and Cabinet in May 2025, shaping our ongoing commitment to enhance our complaint handling processes and customer service.
- Audits of complaints are conducted during complaint panel meetings, allowing the Communications and Engagement team to assess the quality of complaint handling. This process helps identify learning opportunities and areas for improvement.
- Customer Satisfaction Surveys have been created to understand our effectiveness in handling complaints and are now distributed upon the closure of complaints, enabling us to gather feedback and continuously refine our processes.

## General Performance Information

	Target	Performance 2023-2024	Target 2024-25
<b>Allocations</b>			
Number of households on the housing register		1261	1464
% of lettings made to households already residing within the Borough	97%	94.72%	88.92%
<b>Homelessness</b>			
No of households where homelessness prevented		191	174
No of households living in temporary accommodation		369	263
<b>Rents</b>			
Rent Collection and Arrears Recovery - % rents collected as a proportion of rents owed	97.5%	97.24%	97.5%
Amount of rent arrears as a percentage of debit	2.5%	2.31%	2.09%
<b>Relets</b>			
% rent lost through local authority dwellings becoming vacant (voids)	0.5%	0.66%	0.82%
Average time taken to re-let local authority housing voids (in calendar days)	30	36.11	42.09
Number of Voids re-serviced and re-let		227	187
<b>Repairs and Maintenance</b>			
% repairs completed on time	98%	81.71%	
No of non-decent homes		45	
Energy Efficiency of Housing Stock (SAP energy rating)	73	71.97	72.22
<b>Affordable Housing</b>			
Number of affordable homes delivered	90	106	238

### Income spend, management costs

Housing Stock	£ per stock
4,202	4,099.27

Spend per £1	2023/2024	2024/2025
General Management	£0.21	£0.25
Special Management	£0.03	£0.03
Housing Services for the Elderly	£0.04	£0.04
Repairs and Maintenance	£0.19	£0.22
Interest on Loans	£0.04	£0.03
Debt Repayment	£0.16	£0.16
New Homes	£0.05	£0.00
Capital Works to Existing Properties	£0.28	£0.27
	£1.00	£1.00

## Housing Annual report September update

### Director(s) remuneration

Proportion of the total remuneration payable to Director(s) relating to the Council's Housing Landlord Service was **£16,561.50**  
 Total number of units was **4202**  
 Proportion of remuneration per unit is **£3.94**



### Costs

Total cost was **£17,225,132.54**  
 Total number of units was **4202**  
 Average cost per unit **£4,099.27**



If you would like more information on documents mentioned in this report or about the housing service, or regulatory framework, please look on our website or contact us using one of the methods below.

You can also find more information on the Regulator of Social Housing at [gov.uk/government/organisations/regulator-of-social-housing](https://www.gov.uk/government/organisations/regulator-of-social-housing)

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