ABC HOUSING

ABC Housing Be Assured Board Dashboards

Illustrative quarterly reporting supported by independent consultancy

Illustrative quarterly dashboards showing a hypothetical 12-month assurance journey. Figures are demonstration data and do not represent an actual landlord.

ABC Housing | Quarter 1 Board Dashboard

Be Assured independent consultancy example | Hypothetical ABC Housing scenario

ABC HOUSING

C3	MODERATE ASSURANCE – IMPROVING TRAJECTORY	1 May 2025 Progress from 1 February to 30 April 2025

The first quarter demonstrates purposeful mobilisation from the C3 baseline. Stock-condition data is being refreshed, repairs and complaints controls are stronger, tenant-data completeness is improving and the Board now has a single regulatory line of sight.

Specific Expectation profile

C1	19	32%
C2	30	50%
C3	10	17%
C4	0	0%
Insufficient Evidence	1	2%

Headline facts and figures

Specific Expectations at C1/C2	49 of 60 (82%)
C3/C4 Specific Expectations	10
Insufficient evidence	1
Workstreams Board-signed off	2 of 10
FRAs overdue	0.8%

Workstream RAG position

Green	2
Amber	8
Red	0

Material improvements from report

Consumer assurance profile: Specific Expectations at C1/C2 increase from 43/60 (72%) at baseline to 49/60 (82%); Insufficient Evidence reduces from 3 to 1.

Stock condition data: Surveys older than five years reduce from 18% to 10%; the property-data reconciliation programme is 76% complete.

Repairs and complaints: Repairs WIP reduces from 7,250 to 5,900; overdue jobs from 2,680 to 1,850; complaint timeliness improves from 73% to 88%.

Emerging evidence / hold points

No separate emerging-evidence event altered the overall position this quarter.

Board focus / decisions

Note the overall indicative Consumer Rating of C3 and the MODERATE ASSURANCE – IMPROVING TRAJECTORY Board assurance opinion.

Review the 10-workstream Regulatory Improvement Plan and note that 2 of 10 workstreams have completed evidence/assurance and Board sign-off.

Require continued second-line or independent validation before any material C3 finding is closed.

Note that emerging evidence can hold, downgrade or reopen an expectation even where the overall trajectory is improving.

ABC Housing | Quarter 2 Board Dashboard

Be Assured independent consultancy example | Hypothetical ABC Housing scenario

C3

MODERATE ASSURANCE – IMPROVING BASELINE, NEW DATA AND RESIDENT-EXPERIENCE RISKS

7 August 2025
Progress from 1 May to 31 July 2025

The original improvement programme continues to progress and the breadth of C1/C2 assurance increases.

Specific Expectation profile

C1	24	40%
C2	27	45%
C3	8	13%
C4	0	0%
Insufficient Evidence	1	2%

Headline facts and figures

Specific Expectations at C1/C2	**51 of 60 (85%)**
C3/C4 Specific Expectations	**8**
Insufficient evidence	**1**
Workstreams Board-signed off	**4 of 12**
FRAs overdue	**0.4%**

Workstream RAG position

Green	4
Amber	7
Red	1

Material improvements from report

Consumer assurance profile: 51/60 Specific Expectations (85%) are now C1/C2, compared with 43/60 (72%) at baseline.
Stock and asset data: Surveys older than five years reduce to 6%; stock-data reconciliation reaches 94% and the sample reinspection variance falls below 3%.
Tenant data: Tenant-data completeness reaches 90%; a single reasonable-adjustment field is introduced across CRM and repairs.

Emerging evidence / hold points

12 June 2025 – Quarterly TSM early-warning pulse (internal tracking): No automatic rating change; targeted review commissioned.
10 July 2025 – Internal Audit – Tenant Data & Reasonable Adjustments: Planned upgrades are held pending operational evidence.
17 July 2025 – Internal Audit – Repairs & Contractor Data: S&Q:2.3.2 C2→C3; TIA:2.4.3 remains C3 pending recovery.

Board focus / decisions

Note the overall indicative Consumer Rating of C3 and the MODERATE ASSURANCE – IMPROVING BASELINE, NEW DATA AND RESIDENT-EXPERIENCE RISKS Board assurance opinion.
Review the 12-workstream Regulatory Improvement Plan and note that 4 of 12 workstreams have completed evidence/assurance and Board sign-off.
Require continued second-line or independent validation before any material C3 finding is closed.
Note that emerging evidence can hold, downgrade or reopen an expectation even where the overall trajectory is improving.

ABC Housing | Quarter 3 Board Dashboard

Be Assured independent consultancy example | Hypothetical ABC Housing scenario

C2	SUBSTANTIAL ASSURANCE – STRONG RECOVERY, RESIDUAL MATERIAL WEAKNESSES	6 November 2025 Progress from 1 August to 31 October 2025

ABC Housing has now moved materially beyond the initial C3 position. Repairs-data reconciliation is operating, stock and tenant data are substantially stronger, no Insufficient Evidence findings remain and most resident-facing controls have improved.

Specific Expectation profile

C1	33	55%
C2	24	40%
C3	3	5%
C4	0	0%
Insufficient Evidence	0	0%

Headline facts and figures

Specific Expectations at C1/C2	57 of 60 (95%)
C3/C4 Specific Expectations	3
Insufficient evidence	0
Workstreams Board-signed off	8 of 14
FRAs overdue	0%

Workstream RAG position

Green	8
Amber	4
Red	2

Material improvements from report

Overall assurance: 57/60 Specific Expectations (95%) are C1/C2; all Insufficient Evidence findings are closed and the overall indicative rating improves from C3 to C2.

Repairs data and control: All contractor work orders are reconciled monthly; a 60-case sample finds 93% complete evidence and no high-risk repair is outside escalation.

Stock and safety: Surveys older than five years reduce to 2.5%; overdue FRAs and fire remedials are zero.

Emerging evidence / hold points

11 September 2025 – External Independent Review – ASB & Hate Crime Case Quality: N&C:2.2.3 C2→C3; related expectations held at C2.

2 October 2025 – Housing Ombudsman Self-Assessment & Complaints Learning Review: TIA:2.5.1 remains C3; TIA:2.4.3 remains C3 pending full data/learning validation.

Board focus / decisions

Note the overall indicative Consumer Rating of C2 and the SUBSTANTIAL ASSURANCE – STRONG RECOVERY, RESIDUAL MATERIAL WEAKNESSES Board assurance opinion.

Review the 14-workstream Regulatory Improvement Plan and note that 8 of 14 workstreams have completed evidence/assurance and Board sign-off.

Require continued second-line or independent validation before any material C3 finding is closed.

Note that emerging evidence can hold, downgrade or reopen an expectation even where the overall trajectory is improving.

ABC Housing | Quarter 4 Board Dashboard

Be Assured independent consultancy example | Hypothetical ABC Housing scenario

C1	STRONG ASSURANCE – SUSTAINED DELIVERY AND MATURE SELF-CORRECTION	5 February 2026 Progress from 1 November 2025 to 31 January 2026

The 12-month assurance cycle demonstrates sustained improvement from the initial C3 baseline to an indicative C1 position.

Specific Expectation profile

C1	52	87%
C2	8	13%
C3	0	0%
C4	0	0%
Insufficient Evidence	0	0%

Headline facts and figures

Specific Expectations at C1/C2	60 of 60 (100%)
C3/C4 Specific Expectations	0
Insufficient evidence	0
Workstreams Board-signed off	15 of 15
FRAs overdue	0%

Workstream RAG position

Green	15
Amber	0
Red	0

Material improvements from report

Overall assurance: 52/60 Specific Expectations (87%) are C1 and the remaining eight are C2; no material or evidence-gap findings remain.

Resident outcomes: Repairs satisfaction reaches 74%, listens-and-acts 68% and complaint-handling satisfaction 56%; gaps for residents with additional needs have materially narrowed.

Repairs and data integrity: Repairs WIP reduces to 3,600 and overdue jobs to 320; independent sampling finds 97% completion evidence and 100% population reconciliation.

Emerging evidence / hold points

10 December 2025 – Be Assured Early-Warning Review – Adaptations Capacity: S&Q:2.4.2 C1→C2; S&Q:2.4.1 remains C1.

15 January 2026 – Independent Year-End Consumer Assurance Review: Remaining C3 expectations close to C2 or C1 after independent validation.

Board focus / decisions

Note the overall indicative Consumer Rating of C1 and the STRONG ASSURANCE – SUSTAINED DELIVERY AND MATURE SELF-CORRECTION Board assurance opinion.

Approve formal closure of the 15-workstream Regulatory Improvement Plan following completion evidence, assurance and Board review.

Require residual C2 actions to transfer into business-as-usual service plans with continued Be Assured monitoring and escalation.

Maintain quarterly Board reporting of Specific Expectation movement, resident outcomes and emerging evidence to guard against assurance drift.