

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 19 MARCH 2026



Title of Report	HOUSING IMPROVEMENT STRATEGY ACTION PLAN POST INSPECTION	
Presented by	Councillor Andrew Woodman Housing, Property and Customer Services Portfolio Holder	
Background Papers	<p>Cabinet Report Nov 2025</p> <p>NWLDC Regulatory judgement North West Leicestershire District Council (31UH) - Regulatory Judgement: 12 November 2025 - GOV.UK</p> <p>NWLDC Housing Improvement Strategy Action Plan-NEW (002).docx-annex 1</p>	Public Report: Yes
Financial Implications	The plan does not contain significant financial implications over and above those already accounted for in the agreed budget.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The legal implications of the Regulator of Social Housing (RSH), significantly strengthened by the Social Housing (Regulation) Act 2023, represent a fundamental shift towards proactive, consumer-focused regulation for social housing providers (RPs) in England. From April 2024, the RSH increased its powers to enforce standards, inspect providers, and impose penalties for failing to meet safety, quality, and management requirements.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	<p>No significant staffing implications albeit resources and structures will be kept under review</p> <p>Corporate Implications</p> <p>The RSH in England introduced significant regulatory changes as of April 2024, expanding its remit from primarily economic regulation to proactive, consumer-focused</p>	

	regulation. These changes hold profound corporate implications for registered providers (housing associations and local authorities), requiring a shift towards better data management, board/member accountability, and tenant-centred operations.
	Signed off by the Head of Paid Service: Yes
Purpose of Report	The report seeks to give assurance that the Council has taken on board the recommendations of the Regulator of Social Housing and has a plan to ensure that tenants receive improved housing services in line with a move towards working to achieve a C1 grading
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE PROVIDES ANY COMMENTS ON THE DRAFT ACTION PLAN (ANNEX A) TO INFORM THE FINAL CONSIDERATION OF THE PLAN BY CABINET AT ITS MEETING ON 19 MAY 2026.

1.0 Background

- 1.1 In August 2025, The Regulator of Social Housing (RSH) carried out an inspection of North West Leicestershire District Council to assess how well the Council is delivering the outcomes of the consumer standards as part of the planned regulatory inspection programme. During the inspection, they considered all four consumer standards: Neighbourhood and Community Standard, Safety and Quality Standard, Tenancy Standard, and the Transparency, Influence and Accountability Standard.
- 1.2 The Regulator determines whether the landlord is performing at C1 level (fully meeting the outcomes of the consumer standards), C2 (some weaknesses and improvement needed but the landlord is delivering the outcomes of the consumer standards), C3 (serious failings and significant improvement needed) or C4 (very serious failings and fundamental changes). The Regulator then works with the landlord to support them on their improvement journey, towards achieving C1 status.
- 1.3 On 12 November 2025, the Regulator published its finding and '*...concluded that there are some weaknesses in North West Leicestershire DC delivering the outcomes of the consumer standards and improvement is needed, specifically in relation to outcomes in our Safety and Quality Standard and the Transparency, Influence and Accountability Standard. Based on this assessment, we have concluded a C2 grade for North West Leicestershire DC*'.
- 1.4 At its November meeting, Cabinet received the report and delegated to officers and the Portfolio Holder for Housing, to develop an Action Plan to address the areas identified in the judgement and report back once it had done so. This is set out in Annex A.

2.0 The Actions, Aims and Objectives of the Housing Improvement Strategy Action Plan

- 2.1 The Housing Improvement Strategy Action Plan is designed to address the findings by the RSH in relation to the Housing services of North West Leicestershire District Council and identifies key areas for improvement with clear, actionable goals. The

Improvement Strategy Action Plan is tailored to the specific findings identified by the Regulator and picks up key themes such as quality of housing, tenant engagement, compliance with regulations, and operational efficiency. At the heart of the work will be the need for a strengthened 'co-produced' approach with tenants and members and will involve developing a revised service plan, a review of governance and a new set of monitoring metrics but with an aspiration of aligning all service actions in one place, providing good quality housing services that are compliant, tenant-led and data driven to become compliant with a C1 grading.

- 2.2 The plan seeks to take corrective actions, implement recommendations, and improve the performance of social housing services in North West Leicestershire in line with regulatory requirements, and to deliver outstanding core housing services.
- 2.3 Members will be aware that the Council has been on a journey to overall improvement of the housing service. The C2 grading illustrates the significant progress in the service over the last few years and should be celebrated, however, it also illustrates that there is still work to do.
- 2.4 As the aim is to secure a C1 grading on reassessment, there is a need to address the findings of the judgement and put in place an Action Plan to move towards this. These will form part of the co-regulation approach with the regulator, but also should form the basis of service improvement on the day to day actions across the service.

Key Plan Objectives include:

- Achieve a C1 reclassification for consumer standards.
- Further improve outcomes for customers by delivering an excellent and consistent service every day.
- Do the basics well.
- Improve response times and satisfaction levels in complaint handling in line with the requirements of the Housing Ombudsman and Council processes. Ensure visibility of complaints, ensuring that complaints are visible and transparent through the governance streams.
- Minimise complaints by learning lessons and understanding the root causes of complaints and acting upon that information to make meaningful change.
- Reduce the days to complete routine repairs and reduce the work in progress.
- Improve customer transactional and perception measures in relation to repairs.
- Increase customer data and make more informed decisions.
- Increase knowledge of the Council's customers through better use of data and intelligence. Constantly review data, to demonstrate that the Council knows its tenants and to ensure policy and operational efficiency is delivered in line with presenting needs.
- Increase the number of engaged customers and make business decisions based on their knowledge and influence.
- Continue to improve how tenants are kept informed and that they are listened to and their views taken into account.
- Continue to improve the positive contribution to neighbourhoods and work with partners in dealing with Anti-Social Behaviour.
- Ensure greater visibility and transparency of Housing performance information across the service and with tenants.
- Review governance arrangements to ensure that the tenants voice is heard and that the role of the Housing Improvement Board is strengthened within that review.
- Adopt a methodology of governance which gives tenants (alongside members and staff) an opportunity to be involved in the earliest stages of co-production,

enabling genuine influence in service planning, policy development and in setting and meeting performance targets

- Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the Action Plan.
- Review team structures to more effectively support a step change in tenant engagement.
- Provide a wide menu of tenant engagement opportunities to be offered to widen the cohort of engaged tenants, further strengthening representation across the tenant body.

A full draft of the Action Plan is set out in Annex A.

3.0 Plan Governance

3.1 An initial draft of the plan was shared with the RSH during January 2026, at an initial engagement meeting. This was the first of what will be regular meetings set up to discuss our progress against the findings. The RSH provided positive feedback on the Council's progress to date and was pleased to note the proposed ideas around enhancing the role of tenants in the Council's governance processes.

3.2 The Tenant voice is proposed to be enhanced by the creation of a tenant-led Housing Improvement Group (HIG), which will be recruited to shortly, this will enhance and support the work of the existing Tenant Scrutiny model and (Member-led) Housing Improvement Board (HIB). This will be set up to give tenants an opportunity to design housing services alongside officers and provide Members with assurance that the Council is adopting and operating an enhanced 'co-production' model with a clear 'golden thread' of governance for tenants, officers and members.

3.3 The HIB will have an enhanced role in managing the progress of the plan, armed with an assurance that the HIG will have captured the Tenant voice very clearly in the process.

3.4 Once approved the approach to delivery of the Actions Plan will be:

- Internal Officer groups –including service and supporting functions such as audit, HR and finance.
- HIG - proposed to meet Quarterly
- HIB - Quarterly reporting on progress against action plans.
- Scrutiny and Cabinet – Annual report addressing progress.

3.5 The Action Plan will be delivered within the approved Housing budgets for 2026/27 and 2027/28 and will seek to achieve:

- Improved Key Performance Indicators (KPIs)
- Enhanced Tenant Satisfaction Measures (TSMs)
- Effective risk management throughout implementation

These are already monitored through the existing mechanisms of the Council Delivery Plan, Business Plans and Service Plans.

3.6 Each Consumer Standard will have assigned officers, and all actions will include target dates monitored through established governance routes within the Council and tenant bodies.

3.7 In addition to the above there will be ongoing engagement with the regulator, and the Housing Improvement Board.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Communities and housing - A well-run council
Policy Considerations:	Ensuring provision of housing services in compliance with regulation and achieving the aims of the Council Delivery Plan (CDP).
Safeguarding:	An improvement in capturing and managing the data we hold on tenants will enhance our opportunities to better respond to safeguarding concerns.
Equalities/Diversity:	<p>An improvement in capturing and managing the data we hold on tenants will enhance our opportunities to better serve the diverse needs of our tenants.</p> <p>An enhanced tenant engagement offer will look to give voice to all tenants, including those who may currently feel marginalised from influencing Council services.</p>
Customer Impact:	Effective delivery of the plan will enhance the services provided to Council tenants.
Economic and Social Impact:	The plan and the improvements with Housing services that go with it, alongside capturing the tenants voice in the process will bring benefit to our communities, as we enhance our understanding of what our communities require.
Environment, Climate Change and zero carbon:	Housing services continue to seek to work to reduce the carbon footprint of the Housing stock and this plan will continue to support that agenda.
Consultation/Community Engagement:	Consultation on the plan will take place with involved tenants, which will continue through the lifecycle of its implementation and development.
Risks:	Inherent and residual risks will be managed within the plan throughout its lifecycle.
Officer Contact	<p>Gary Hall Head of Housing gary.hall@nwleicestershire.gov.uk</p>

NWLDC Housing Improvement Strategy Action Plan – The road to C1



Start Date:	1 st Feb 2026	Proposed Completion Date	30 th March 2028
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Reason for Action Plan:	<p>Following the Regulator of Social Housing's inspection and assessment, this Action Plan details the requirements and lead persons within NWLDC to improve the Council's Consumer Standards grading from C2 to C1. The plan addresses key findings from the regulator's assessment of social housing in NWLDC. Its objectives are to:</p> <ul style="list-style-type: none"> • Ensure full compliance with regulatory standards • Improve tenant satisfaction and service delivery • Close gaps in housing management identified by the regulator
Measurement of Success	<p>The Action Plan will be delivered within the approved Housing budgets for 2026/27 and 2027/28 and will achieve:</p> <ul style="list-style-type: none"> • Improved Key Performance Indicators (KPIs) • Enhanced Tenant Satisfaction Measures (TSMs) • Effective risk management throughout implementation <p>Each Consumer Standard will have assigned officers, and all actions will include target dates monitored through established governance routes within the Council and tenant bodies.</p> <p>Success will be measured through:</p> <ul style="list-style-type: none"> • Co-production with tenants and elected members of the Housing Improvement Board • Oversight by the Council Scrutiny Committee • Quarterly progress reports to Scrutiny and an annual report to Cabinet <p>The goal is to implement corrective actions, adopt recommendations, and deliver outstanding housing services in line with regulatory requirements</p>

Objectives:

‘The Safety and Quality Standard requires landlords to have an accurate, up-to-date and evidenced understanding of the condition of their homes at an individual property level that reliably informs the provision of good quality, well maintained and safe homes for tenants and to ensure that tenants’ homes meet the requirements of the Decent Homes Standard (DHS)’

‘The Safety and Quality Standard also requires landlords to identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas and ensure that all actions arising from legally required health and safety assessments are carried out within appropriate timescales.’

‘The Safety and Quality Standard also requires landlords to provide an effective, efficient and timely repairs service for the homes and communal areas for which they are responsible’

Findings

- Stock Condition Survey-81% of Council homes had full survey in last five years
- Decent Homes Standard-87% of Council homes met the decent safety standard
- A lack of assurance regarding the accuracy, quality and storage of compliance data and a reliance on different data sources
- A backlog of outstanding repairs and not meeting repairs targets

Root causes

- Full Stock condition survey was prevented through non-access issues and no plan for this was in place. Full visibility of this was prevented by the lack of a co-ordinated system

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TSM/Policy/SDP/TP etc	Priority Rag rating
SQ1	Conduct a full review of current maintenance backlog and prioritize urgent repairs, focusing on safety and customer well-being.	MH/AW	<ul style="list-style-type: none"> • Ensure an admin resource is in place to carry out initial review • Cleanse outstanding repairs to ensure they are classified correctly • Communicate review to tenants to inform them 	On-going to Dec 2026	External Resource required to deliver this. Data Analysis competent in QL As above As of part the cleanse above	Complete Temp request form and gain approval from HR Advertise Role on Comensura Interview and complete on boarding/ induction for new starter As above	Q1 26/27- Target date to have resource mobilised December 2026 (Q3) December 2026 (Q3)	Relevant Assurance- KPI’s built into the SDP and TP: Linked below Team Plan- Responsive Repairs, Voids and Minor Works Team.docx TP03 : How satisfied or dissatisfied are you with the time taken to complete your most recent repair?	

			<p>when repair may take place, taking into account tenant vulnerabilities</p> <ul style="list-style-type: none"> Review resources to deliver Scheduling and Work in Progress 		<p>Unknown at this stage until the cleanse is completed.</p>	<p>MH/AW to review cleansed WIP and identify delivery method and resource required</p>	<p>January –March 2027 (Q4)</p>		
			<ul style="list-style-type: none"> Secure resources to deliver Work in Progress tied to new contract 		<p>Unknown factor until Q4 26/27</p>	<p>Once review by MH/AW is completed in 26/27 Q4 work orders will be allocated to resources procured/ Direct Labour Organisation (DLO). If further resource is required. MH to progress this and a new SMART action will be written.</p>	<p>April-June 2027 (Q1)</p>		
SQ2	<p>Implement a new digital reporting system (portal) for tenants to easily report repair issues and track progress</p> <p>Procurement Route Agreed</p> <p>Project implementation plan developed with supplier</p> <p>Communication/Launch plan developed</p>	DS/ALL	<p>Key steps: Installation and system training Internal testing Process refinements Tenant training/launch</p>	6 months from agreement to go progress	Need to identify budget	<p>Key steps: Installation and system training Internal testing Process refinements Tenant training/launch</p>	Discussion with procurement arranged	TP02: How satisfied or dissatisfied are you with the overall repairs service by your housing landlord at NWLDC over the last 12 months?	
SQ3	<p>Move to a consolidated asset and compliance management system to be</p>	RD	<ul style="list-style-type: none"> Review cost and time to implement CAFM system 	Dec 2026	Team Manager to complete review	Obtain approval for funding	March Q4 2025/26	TP05 Thinking about the condition of the property or building you live in, how	

	<p>able to have assurance around the veracity of stock and compliance data and adopt a pro-active, predictive repairs and maintenance model of working</p> <p>-Look at cost and time of CAFM system</p> <p>-Data upload and User Acceptance testing</p> <p>-Develop link with QL, allowing effective alignment</p>		<ul style="list-style-type: none"> • Appoint project support • Upload existing data and complete user acceptance testing • Develop links with QL to align data updates 		<p>Existing internal resource within PS to look at extending</p> <p>External resource to work with Compliance TL for implementation</p> <p>Contract Supervisors to complete user testing</p> <p>External resource and Compliance TL to work with Systems Team to align with QL</p>	<p>software licenses and package</p> <p>Resource request for project officer in AM for 6 months</p> <p>Post to go out to advert</p> <p>New starter onboarding</p> <p>TM & CTL to schedule delivery for implementation by end of Q2 2026/27</p> <p>Training plan for ongoing updates of compliance data</p>	<p>March Q4 2025/26</p> <p>March Q4 2025/26</p> <p>April Q1 2026/27</p> <p>September Q2 2026/27</p> <p>October Q3 2026/27</p>	<p>satisfied or dissatisfied are you that NWLDC provides a home that is safe?</p>	
<p>SQ4</p>	<p>Complete stock condition surveys-to have stock information on all Council properties</p> <p>-To complete the remaining properties not picked up in 2024 surveys with identified resources/procurement</p> <p>-To instigate rolling programme to ensure we retain full surveys beyond the lifespan of the current surveys to reach 100% of surveys by April 2028</p>	<p>RD</p>	<ul style="list-style-type: none"> • Complete Stock Condition Surveys of the remaining properties not undertaken in 2024 by Savills. surveys with identified resources/procurement • Develop rolling programme to ensure full surveys undertaken to complete 100% of stock by April 2028 	<p>Apr 2028</p>	<p>New internal surveyor post to complete outstanding 20% of incomplete stock surveys.</p> <p>Surveyor to access all 20% in Yr 1 to determine no access.</p> <p>External consultant to work with internal surveyor to capture difficult</p>	<p>Resource request for AM stock surveyor. Post to go out to advert</p> <p>New starter onboarding Cabinet report for support consultant Procure external consultant for 'hard to access' properties Update QL with completed stock condition</p>	<p>March Q3 2025/27</p> <p>April Q1 2026/27</p> <p>May Q1 2026/27</p> <p>December Q3 2026/27</p> <p>January Q4 2026/27</p> <p>Ongoing</p> <p>October Q3 2027/28</p> <p>April Q1 2028/29</p>	<p>Decent Homes Standard</p> <p>HHSRS</p> <p>TP04 How satisfied or dissatisfied are you that the housing service at NWLDC provides a home that is well maintained?</p>	

					to access by end of Yr 2 – April 2028. Engage with external consultant to start full stock survey.	data Cabinet report to procure full SCS Start full SCS 2028/29			
SQ5	Complete a new Asset Management strategy with an aim to have all properties at Decent Homes Standard by Dec 2026)	RD	<ul style="list-style-type: none"> Complete new Asset Management Strategy 	Dec 2026	AM Team Manager draft report. AM Team Manager amalgamate SMT items AM Team Manager review of policies to be included within strategy	Review of existing Strategy Prepare draft Strategy Review AM policies to include within strategy Submit to Scrutiny Panel in September 2026	Q1 May 2026/27 Q2 July 2026/27 Q2 July 2026/27 Q3 September 2026/27	Asset Management Strategy	
SQ6	Ensure that all properties meet fire and electrical safety regulations Fire-To be completed by Dec 2026 Electrical-To be completed by May 2026	RD	<ul style="list-style-type: none"> Aged fire remedial actions to be completed by April 2026 New fire remedial actions from 2025 surveys completed by December 2026 Aged electrical C2's to be completed by May 2026 New legislative process for electrical remedials implemented 	Dec 2026	Compliance TL to action programme with contract supervisor Compliance TL to action programme with contract supervisor Compliance TL to action programme with contract supervisor Compliance TL to action with Repairs, Systems Team	Ongoing Ongoing Ongoing Process and procedure to be implemented	Q1 April 2026/27 Q3 December 2026/27 Q1 May 2026/27 Q1 May 2026/27	TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe? Fire Safety Policy Electrical Safety Policy	

					and Admin Support				
SQ7	<p>Train all Housing staff and contractors on the importance of compliance work, in its broadest sense i.e. building compliance, safeguarding, tenant safety</p> <p>Develop training plan for staff and contractors</p> <p>Roll out training</p>	<ul style="list-style-type: none"> RD/ALL 	<ul style="list-style-type: none"> Develop training plan for relevant staff and contractors Roll out phased training programme 	On-going	<p>AM Team Manager to identify all training areas within AM.</p> <p>All Team Managers identify associated training and impacts within their teams</p> <p>Engage with external providers for required sessions or arrange internally</p> <p>Issue training programme to Housing</p>	<p>Complete action log of training requirements. Staff suitability for identified sessions.</p> <p>Consult with HR for training opportunities</p> <p>Ongoing plans and procedures.</p>	<p>Q2 July 2026/27</p> <p>Q2 July 2026/27</p> <p>Q2 September 2026/27</p> <p>Q3 October 2026/27</p>	<p>TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that NWLDC provides a home that is safe?</p>	

Objectives

'The Neighbourhood and Community Standard requires landlords to work in partnership with appropriate local authority departments, the police, and other relevant organisations to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where they provide social housing.'

Findings

- Through the inspection there was evidence that the Council had an effective approach to dealing with ASB and hate crime and that it meets regulatory requirements.

Root Causes

- None identified.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TSM etc	Priority Rag rating
NH1	<p>Ensure key partnerships are maintained to continue to offer an ASB service which utilises all strengths of partners</p> <p>An annual review and self-assessment against the standard</p>	AH	Complete annual review and share any partnership issues with the Community Safety Partnership	Dec 2026	Data extraction from ECINS	<p>Develop task and finish group to complete review</p> <p>Obtain stakeholder feedback to feed into review</p>	Q3 -	<p>TP11 – How satisfied or dissatisfied are you that the housing service at NWLDC makes a positive contribution to neighbourhood</p> <p>TP12 - How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?</p>	
NH2	<p>Continue to have an effective approach to ASB management to enable tenants to feel safe and secure in their homes and neighbourhoods-ensure a presence from Officers on our estates</p>	AH	Review data from TSMs on Neighbourhood and complete analysis at	Dec 2026	Recruitment of Estate Officer	Obtain breakdown of TSM data to ward level to identify any trends/hotspots to	Q3 -	TP10 – How satisfied or dissatisfied are you that NWLDC keeps	

	An annual review and self-assessment against the standard		ward level, if possible. Increase 'presence' through appointment of Estate Office			feed into review		communal areas clean and well maintained? TP11 – How satisfied or dissatisfied are you that the housing service at NWLDC makes a positive contribution to neighbourhood TP12 How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?
NH3	Ensure the Council maintains a robust and up to date hate crime policy to protect vulnerable groups and tenants An annual review and self-assessment against the standard	AH	Amend policy in light of findings from annual review	April 2027		If minor changes identified, obtain approval for changes through delegated authority. If major changes identified, schedule policy approval through democratic process	Q4	TP12 How satisfied or dissatisfied are you with the housing service at NWLDCs approach to handling anti-social behaviour?

Objectives

‘Landlords must treat tenants and prospective tenants with fairness and respect and take action to deliver fair and equitable outcomes for tenants.’
‘The Transparency, Influence and Accountability Standard also requires landlords to provide accessible information so tenants can use landlord services, understand what to expect from their landlord and hold their landlord to account.’
‘The Transparency, Influence and Accountability Standard also requires landlords to take tenants’ views into account when making decisions about the delivery of landlord services.’

Findings

- The Regulator observed that the Council ‘demonstrated a respectful and positive culture towards tenants, and engaged tenants told us that they felt listened to and that their work was having a positive impact on outcomes for tenants’.
- The Council evidenced some understanding of the diverse needs of tenants, but we need to strengthen the information we hold to improve how tenant data is used to ensure we are delivering fair and equitable outcomes. Clearer evidence is required to show how we proactively use tenant data to inform service delivery.
- The Regulator reported limited assurance that the quality and range of information the Council makes available to tenants meets the expectations of the Standard. The Council’s website was highlighted as containing several out-of-date policies and handbooks—including repairs—and offering limited performance information to tenants outside of formal engagement groups.
- The Council has a well established tenant scrutiny panel that inspects specific service areas, and the Regulator saw evidence that this work had influenced service delivery outcomes. However, further strengthening and embedding of this approach is required-established tenant scrutiny panel that inspects specific service areas, and the Regulator saw evidence that this work had influenced service delivery outcomes. However, further strengthening and embedding of this approach is required.
- The Standard sets out that landlords must ensure complaints are addressed fairly, effectively, and promptly. The inspection found weaknesses in delivering these outcomes. The Council is not meeting relevant timescales for responding to complaints. Reporting showed some learning from complaints, but this had not yet translated into improved outcomes for tenants.

Root Causes

- Tenant engagement was considered a lower priority post Covid.-COVID.
- Lack of resources and ownership in managing complaints. Repairs complaints i-n particular were driven by poor initial contractor performance and weak contract management, resulting in a prolonged recovery process.
- Poor change management and lack of a communication strategy with staff.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TSM etc	Priority Rating
TIA1	Greater visibility and transparency of Housing performance information across the service and with tenants. Publish annual report Ensure we	AW	1) Draft and publish Annual Report to Tenants (FY25/26) with tenant editorial review. 2) Build a quarterly performance pack which is presented through Tenants Group and published 3) Promote via website, InTouch, and TA/TSP channels.	July 2026 for Performance Pack Published September 2026 for Annual Report	Data extraction from systems Tenant Group ratification Editorial Panel/Review SMT to present data for annual report	Prototype dashboard (Apr 2026 First Draft of Annual Report July 2026 Quarterly cadence of Performance Pack publication embedded (July2026).		RSH Required Outcome 1.5 of the TIA Standard April 2024 - Transparency Influence and Accountability Standard FIN AL_1 .pdf	

	publish quarterly performance information					Editorial Review August 2026 Publish annual report (Sept 2026)		
TIA2	Have greater visibility of the Council's work in outward Council communications. Review of tenant governance and a revised comms strategy Review and publication of new tenant involvement strategy	AW/ALL	1) Co-design a Housing comms plan (campaigns calendar, brand, tone, channels) with tenants. 2) Embed governance comms (HIB/HIG/TSP outputs) in corporate channels. 3) Refresh & re-publish the Tenant/Resident Involvement Strategy	Housing Comms Plan July 2026 Governance Comms to be embedded Oct 2026 RI Strategy to be completed by September 2026	Comms business partner, RI Team, service leads; graphic design.	Draft comms plan (May) Sign-off (July with tenants) Strategy refresh & republish consult May 2025 Final publication September 2026.		TP06: Satisfaction that the landlord listens to tenant views and acts upon them TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them
TIA3	Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the action plan. New governance process to be instigated	AW	1) Approve and implement the HIT/HIG governance model; define assurance flows between HIG ↔ TSP ↔ HIB. 2) Publish a simple public tracker for the Improvement Plan with tenant-visible status.	Governance sign-off Apr 2026. First HIG June 2026 (Terms of Reference agreed) Public tracker live: July 2026.	Governance support, committee admin, SharePoint/website ; facilitation.	TOR finalised (Mar 2026) HIG recruitment/training (Apr 2026) First HIG (June 2026) Public tracker live (July 2026).		Governance via HIB and publication of "You said we Did"
TIA4	Constant review of data, to demonstrate that the Council knows its tenants and to ensure policy and operational efficiency is delivered in line with	ALL	1) Data quality review programme (contact, vulnerability, language, reasonable adjustments). 2) EDI profiling & representativeness targets for engagement cohorts. 3) Integrate survey/TSM/Feedback with CRM and dashboards.	Data Quality Review by March 2027 EDI Profiling By March 2027 Survey/TSM/Feedback data to be included in performance packs – July 2026	Data analyst, Business Intelligence Tools, RI Team, survey tools, systems team	•Integrated dashboard (July 2026). Data audit identifying gaps in data (September 2026) Draft plan and who is responsible for collection of data October 2026		RSH Required Outcome 1.2 of TIA

	presenting needs. Also to further ensure tenant engagement strategy delivers a cohort of representatives that reflect the make up of the diverse population.					<p>Cleanse plan & roles (November 2026)</p> <p>Conduct collection of data for whole service (first points of contact, making every contact count) December 2026</p> <p>Review in line with Reasonable Adjustments Policy and publish improvements (of data and what we have done to improve service) March 2027</p>		
TIA5	<p>Website information review and update</p> <p>Ensure Housing content and tenant voice are captured in Corporate review</p> <p>Maintain Housing policies on the site</p>	ALL	<p>Contribute to corporate review</p> <p>Conduct Further Audit of Website to ensure latest policies are up to date</p> <p>Engage with tenants groups to review and feedback on customer journey</p>			<p>Customer Journey review of website September 2026</p> <p>Second Audit of Website September 2026</p>		RSH Required Outcome 1.4 TIA
TIA6	<p>Ensure visibility of complaints-ensuring that complaints are visible and transparent through the governance streams</p> <p>Publish complaints through governance</p>	AW/ALL	<p>1) Stand up a monthly/quarterly complaints & learning dashboard (incl. themes, timeliness, remedies). 2) Create a "Learning from complaints" pack for presentation to tenant groups and published. 3) Establish feedback loop into service plans & team briefings; integrate transactional surveys. 4) Prepare a</p>	<p>Dashboard July 2026</p> <p>Complaints Pack July 2026</p> <p>Feedback Loop July 2026</p> <p>Business Case (if needed) April 2026</p>	Feedback Team, BI analyst, Comms/Web, Service leads; training.	<p>• Prototype dashboard (May 2026) → • HIB review (May) → • Publish web section (July) → • Learning Feedback July 2026</p> <p>You Said, We Did Published in InTouch/Website October 2026</p>		<p>KPI re: Complaint times and escalations</p> <p>Improved Outcomes and satisfaction in TSM's</p> <p>RSH Required Outcome 1.6 of TIA</p>

	and comms routes and establish feedback loop Embed lessons learnt-through governance structure to help develop new policies and processes Link-in transactional surveys, satisfaction and TSM's to drive improvements and capture in service plans and team briefings Further resources to be established for this work		business case for additional resourcing if needed.			Review Feedback and Learning as standard agenda on Tenant Group October 2026 onwards		
TIA7	Ensure complaints are responded to in a timely manner, in line with the requirements of the Housing Ombudsman and NWLDC processes. Resource to be established to reach and maintain 100% response times	ALL	Identify Resource in TIA 6 Review cadence of regular stand up meetings with Customer Experience Team to encourage timely responses	≥95% on-time by 30 June 2026; sustained 100% by 30 Sept 2026.	Feedback Team, Service Leads	≥95% on-time by 30 June 2026; sustained 100% by 30 Sept 2026.		KPI re: Complaint times and escalations Improved Outcomes and satisfaction in TSM's RSH Required Outcome 1.6 of TIA
TIA8	Work together, alongside internal audit and tenant scrutiny, to place a focus on areas of improvement to drive policy development	AW/ALL	1) Map the golden thread from tenant insight → policy/service change → performance. 2) Agree an audit & scrutiny schedule on priority themes with TSP and Internal Audit. 3) Co-produce an Improvement	Golden Thread Mapping to be completed by June 2026 Audit and Scrutiny Schedule – Ongoing Improvement Register from TSP	Internal Audit, TSP/HIG, RI	Golden Thread drafted by May 2026 Review ongoing Audit plan and recommendations – Monthly at SMT Introduc Golden Thread into		HIB oversight Start recording KPI against improvements delivered on time to establish a baseline RSH Required Outcome 1.3 of TIA standard

	<p>and operational excellence</p> <p>New Governance process to establish a 'golden thread' of improvement through co-production</p>		Register/Action Plans from TSP inspections with owners, dates, and evidence.	October 2026		<p>Governance structures in June 2026</p> <p>Map Actions agreed with TSP July 2026</p> <p>Publish Improvement Register October 2026</p> <p>Include in "You Said We Did articles" January 2027</p>			
TIA10	<p>Review of governance to ensure that the tenants voice is heard and that the role of HIB is strengthened within that review.</p> <p>New tenant-led 'Housing Improvement Group' to be established to support the work of the Housing Department and give assurance to members</p>	AW	1) Draft & approve HIG Terms of Reference; recruit diverse members; induction/training. 2) Establish reporting & decision flow between HIG, HIB & SMT. 3) Publish schedule, agendas, and outcomes.	<p>HIG established May 2026</p> <p>First joint HIG↔HIB session: Jun 2026.</p> <p>Forward Plan to be produced and published July 2026</p>	Governance/committee admin; training Comms/Web.	<p>TOR agreed (Apr)</p> <p>Recruitment/induction (May)</p> <p>First HIG Jun Comms to wider staff and tenants July 2026</p> <p>Forward plan available July 2026</p> <p>Review impact of HIG January 2027</p>			
TIA13	Establish new team structure to more effectively support a step change in tenant engagement	AW/GH							
TIA14	Provide a wide menu of tenant engagement opportunities to be offered to widen the cohort of	AW	1) Publish an Engagement Menu (digital panel, roadshows, task & finish, TA support, scrutiny, editorial,	<p>Menu of Involvement agreed April 2026</p> <p>You Said We Did July 2026 and quarterly there on</p>	RI Team, Comms; budget for outreach/incentives ; Service leads.	<p>Menu agreed April 2026</p> <p>Menu launched and promoted May 2026</p>		<p>RSH Required Outcomes 1.2 and 1.3</p> <p>TS06 Tenant Satisfaction Measures Satisfaction that the landlord listens to tenant views and acts upon them</p> <p>TP07: Satisfaction that the landlord keeps tenants informed</p>	

	<p>engaged tenants, further strengthening representation across the tenant body.</p>		<p>recruitment panels).</p> <p>2) Improve representation/engagement by publishing you said/we did and increasing numbers for digital engagement</p> <p>3) Annual participation & representativeness report (part of Annual Report)</p>	<p>Participation numbers in Annual Report September 2026</p>		<p>You Said We Did co-produced June 2026</p> <p>YSWD launched and promoted July 2026</p> <p>Annual Report September 2026</p> <p>Review on representation in tenants involved December 2026</p> <p>Baseline established, set target for 27/28 figures in February 2027</p>		<p>about things that matter to them</p> <p>TP08: Agreement that the landlord treats tenants fairly and with respect</p>	
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Objectives

‘Outcomes social landlords must deliver about the fair allocation and letting of homes and how tenancies are managed and ended by landlords.’

Findings

- There was evidence that North West Leicestershire District Council offers tenancies or terms of occupation that are compatible with the purpose of its accommodation, the needs of individual households, the sustainability of the community, and the efficient use of its housing stock.
- Appropriate procedures and systems were shown to be in place to ensure the policy is applied effectively.

Root Causes

- None identified.

Action Plan:

Ref	Objective	Lead	Actions to complete objective	Target date	Resources required to deliver	Milestones to complete actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g.KPI/TS M etc	Priority Rating
T3	Include in annual report section detailing allocations outcomes, waiting list information and stock turnover.	DS		May 2026	DS & ZD to compile	Deadline date for copy TBC		n/a	
T4	Provide an article to in-touch each issue covering housing options. First x topics <ul style="list-style-type: none"> - Applying to other providers directly - Changes to the private rented sector - Tips to maximise your chances of an offer - Current demand on the waiting list 	DS		In line with 'InTouch' print deadlines	DS and ZD to draft	Deadline date for copy TBC		n/a	