

<b>Title of Report</b>	<b>HOUSING ACTION PLANS POST INSPECTION</b>	
<b>Presented by</b>	Cllr Andrew Woodman Housing, Property and Customer Services Portfolio Holder  PH Briefed <input checked="" type="checkbox"/>	
<b>Background Papers</b>	<a href="#">Cabinet November 2025 - Regulator Social Housing Inspection report</a>  NWLDC Regulatory judgement <a href="#">North West Leicestershire District Council (31UH) - Regulatory Judgement: 12 November 2025 - GOV.UK</a>	<b>Public Report:</b> Yes  <b>Key Decision:</b> Yes
	<b>Financial Implications</b> The plan does not contain significant financial implications over and above those already accounted for in the agreed Housing Revenue Account (HRA) budgets.	
<b>Signed off by the Acting Section 151 Officer:</b> Yes		
<b>Legal Implications</b>	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.	
	<b>Signed off by the Interim Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	No significant staffing implications albeit resources and structures will be kept under review.	
	The RSH in England introduced significant regulatory changes as of April 2024, expanding its remit from primarily economic regulation to proactive, consumer-focused 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.	
<b>Signed off by the Head of Paid Service:</b> Yes		

<b>Purpose of Report</b>	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.
<b>Reason for Decision</b>	In line with the Cabinet report of November 2025.  This is a report which affects all wards of the District
<b>Recommendations</b>	<b>THAT CABINET:</b> <ol style="list-style-type: none"> <li><b>1. CONSIDERS THE SCRUTINY COMMENTS IN ANNEX B.</b></li> <li><b>2. APPROVES AND ADOPTS THE ACTION PLAN SET OUT IN ANNEX A.</b></li> <li><b>3. DELEGATES ANY MINOR CHANGES TO THE ACTION PLAN TO THE STRATEGIC DIRECTOR OF HOUSING AND COMMUNITIES.</b></li> <li><b>4. NOTES A PROGRESS REPORT INTO THE DELIVERY OF THE ACTION PLAN IN 12 MONTHS TIME.</b></li> </ol>

## **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 the 25 November 2025 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.

## **2.0 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 Cabinet 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 monthly 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. Corporate Scrutiny in March 2025 and the Housing Improvement Board also reviewed the draft plan and their comments are set out in Annex B.
- 3.2** The Tenant voice is proposed to be enhanced by offering a wide-ranging menu of involvement. This will, in turn, enhance 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 and will be presented with a quarterly progress report.
- 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, Human Resources (HR) and finance.
  - Enhanced tenant involvement, including the Tenant Scrutiny Group, referenced as a good practice example by the Regulator.
  - 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. In addition to the above there will be ongoing engagement with the regulator, and the HIB

### **4.0 FINANCIAL IMPLICATIONS**

- 4.1** There are no additional financial implications over and above those already address in the Housing Services Budgets.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	-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 held on tenants will enhance opportunities to better respond to safeguarding concerns.
Equalities/Diversity:	An improvement in capturing and managing the data held on tenants will enhance opportunities to better serve the diverse needs of tenants. An enhanced tenant engagement offer will look to give voice to all tenants, including those who may currently feel marginalised from influencing Council services.
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 communities, as the Council's understanding of what communities require is enhanced.
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/Tenant 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	Gary Hall Head of Housing <a href="mailto:gary.hall@nwleicestershire.gov.uk">gary.hall@nwleicestershire.gov.uk</a>