

# NWLDC Housing Improvement Strategy Action Plan – The road to C1



<b>Start Date:</b>	1 May 2026	<b>Proposed Completion Date</b>	31 March 2028
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<p><b>Reason for Action Plan:</b></p>	<p>Following the Regulator of Social Housing’s Inspection and assessment, this Action Plan details the requirements and lead persons within the Council 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 the Council. Its objectives are to:</p> <ul style="list-style-type: none"> <li>• Ensure full compliance with regulatory standards</li> <li>• Improve tenant satisfaction and service delivery</li> <li>• Close gaps in housing management identified by the regulator</li> </ul>
<p><b>Measurement of Success</b></p>	<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"> <li>• Improved Key Performance Indicators (KPIs)</li> <li>• Enhanced Tenant Satisfaction Measures (TSMs)</li> <li>• Effective risk management throughout implementation</li> </ul> <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"> <li>• Co-production with tenants and elected members of the Housing Improvement Board</li> <li>• Oversight by the Council Scrutiny Committee</li> <li>• Quarterly progress reports to Scrutiny and an annual report to Cabinet</li> </ul> <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 Rating
SQ 1	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"> <li>Ensure an admin resource is in place to carry out initial review</li> <li>Cleanse outstanding repairs to ensure they are classified correctly</li> <li>Communicate review to tenants to inform them when repair may take place, taking into account</li> </ul>	On-going to Dec 2026	External Resource required to deliver this. Data Analysis competent in QL	Complete Temp request form and gain approval from HR Advertise Role on Comensura	<p>Q1 26/27- Target date to have resource mobilised</p> <p>December 2026 (Q3)</p> <p>December 2026 (Q3)</p> <p>January – March 2027 (Q4)</p>	<p>Relevant Assurance- KPI's built into the SDP and TP:</p> <p>Linked below <a href="#">Team Plan- Responsive Repairs, Voids and Minor Works Team.docx</a></p> <p>TP03: How satisfied or dissatisfied are you with the time taken to complete your most recent repair?</p>	

			<p>tenant vulnerabilities</p> <ul style="list-style-type: none"> <li>Review resources to deliver Scheduling and Work in Progress</li> <li>Secure resources to deliver Work in Progress tied to new contract</li> </ul>		<p>at this stage until the cleanse is completed.</p> <p>Unknown factor until Q4 26/27</p>	<p>MH/AW to review cleansed WIP and identify delivery method and resource required</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</p>	<p>April-June 2027 (Q1)</p>		
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						SMART action will be written.			
<b>SQ 2</b>	<p><b>Implement a new digital reporting system (portal) for tenants to easily report repair issues and track progress</b></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	To be resourced within the HRA budget overall	<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?	
<b>SQ 3</b>	<p><b>Move to a consolidated asset and compliance management system to be able to have assurance around the</b></p>	RD	<ul style="list-style-type: none"> <li>Review cost and time to implement CAFM system</li> <li>Appoint project support</li> </ul>	Dec 2026	<p>Team Manager to complete review</p> <p>Existing internal resource within PS</p>	<p>Obtain approval for funding software licenses and package</p> <p>Resource</p>	<p>March Q4 2025/26</p> <p>March Q4 2025/26</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><b>veracity of stock and compliance data and adopt a pro-active, predictive repairs and maintenance model of working</b></p> <p>-Look at cost and time of Corporate Asset and Facilities Management 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"> <li>• Upload existing data and complete user acceptance testing</li> <li>• Develop links with QL to align data updates</li> </ul>		<p>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>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 &amp; 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>April Q1 2026/27</p> <p>September Q2 2026/27</p> <p>October Q3 2026/27</p>		
<p><b>SQ 4</b></p>	<p><b>Complete stock condition surveys-to have stock information on all Council</b></p>	<p>RD</p>	<ul style="list-style-type: none"> <li>• Complete Stock Condition Surveys of the remaining properties not</li> </ul>	<p>Apr 2028</p>	<p>New internal surveyor post to complete outstanding</p>	<p>Resource request for AM stock surveyor. Post to go out to</p>	<p>March Q3 2025/27</p> <p>April Q1 2026/27</p>	<p>Decent Homes Standard</p> <p>HHSRS</p> <p>TP04 How</p>	

	<p><b>properties</b></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 full surveys are retained beyond the lifespan of the current surveys to reach 100% of surveys by April 2028</p>		<p>undertaken in 2024 by Savills. surveys with identified resources/procurement</p> <ul style="list-style-type: none"> <li>Develop rolling programme to ensure full surveys undertaken to complete 100% of stock by April 2028</li> </ul>		<p>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 to access by end of Yr 2 – April 2028.</p> <p>Engage with external consultant to start full stock survey.</p>	<p>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 data Cabinet report to procure full SCS Start full SCS 2028/29</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>satisfied or dissatisfied are you that the housing service at NWLDC provides a home that is well maintained?</p>	
<b>SQ 5</b>	<b>Complete a new Asset</b>	RD	<ul style="list-style-type: none"> <li>Complete new Asset</li> </ul>	Dec 2026	AM Team Manager	Review of existing	Q1 May 2026/27	Asset Management	

	<b>Management strategy with an aim to have all properties at Decent Homes Standard by Dec 2026</b>		Management Strategy		draft report.  AM Team Manager amalgamate SMT items  AM Team Manager review of policies to be included within strategy	Strategy  Prepare draft Strategy  Review AM policies to include within strategy  Submit to Scrutiny Panel in September 2026	Q2 July 2026/27  Q2 July 2026/27  Q3 September 2026/27	Strategy	
<b>SQ 6</b>	<b>Ensure that all properties meet fire and electrical safety regulations</b>  Fire-To be completed by Dec 2026  Electrical-To be completed by May 2026	RD	<ul style="list-style-type: none"> <li>Aged fire remedial actions to be completed by April 2026</li> <li>New fire remedial actions from 2025 surveys completed by December 2026</li> <li>Aged electrical C2's to be completed by</li> </ul>	Dec 2026	Compliance TL to action programme with contract supervisor  Compliance TL to action programme with contract supervisor  Compliance TL to	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	

			<p>May 2026</p> <ul style="list-style-type: none"> <li>New legislative process for electrical remedials implemented</li> </ul>		<p>action programme with contract supervisor</p> <p>Compliance TL to action with Repairs, Systems Team and Admin Support</p>				
<b>SQ 7</b>	<p><b>Train all Housing staff and contractors on the importance of compliance work, in its broadest sense i.e. building compliance, safeguarding, tenant safety</b></p> <p>Develop training plan for staff and contractors</p> <p>Roll out training</p>	<ul style="list-style-type: none"> <li>RD/AL L</li> </ul>	<ul style="list-style-type: none"> <li>Develop training plan for relevant staff and contractors</li> <li>Roll out phased training programme</li> </ul>	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</p>	<p>Complete action log of training requirements.</p> <p>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>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>	

					sessions or arrange internally		Q3 October 2026/27		
					Issue training programme to Housing				

**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><b>Ensure key partnerships are maintained to continue to offer an ASB service which utilises all strengths of partners</b></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 -	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?	
<b>NH2</b>	<p><b>Continue to have an effective approach to Anti Social Behaviour (ASB) management to enable tenants to feel safe and secure in their homes and neighbourhoods-ensure a presence from Officers on our estates</b></p> <p>An annual review and self-assessment against the standard</p>	AH	Review data from TSMs on Neighbourhood and complete analysis at ward level, if possible. Increase 'presence' through appointment of Estate Office	Dec 2026	Recruitment of Estate Officer	<p>Obtain breakdown of TSM data to ward level to identify any trends/hotspots to feed into review</p> <p>Include new role in service wide review of Housing Structure, including the completion of JE.</p>	Q3 -	<p>TP10 – How satisfied or dissatisfied are you that NWLDC keeps communal areas clean and well maintained?</p> <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</p>	

						Advertise and recruit to role.		you with the housing service at NWLDCs approach to handling anti-social behaviour?	
<b>NH3</b>	<b>Ensure the Council maintains a robust and up to date hate crime policy to protect vulnerable groups and tenants</b> 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
TIA 1	<b>Greater visibility and transparency of Housing performance information across the service and with tenants.</b> Publish annual report Ensure quarterly performance information is published.	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). Editorial Review August 2026  Publish annual report (Sept 2026)		RSH Required Outcome 1.5 of the TIA Standard  <a href="#">April 2024 - Transparency Influence and Accountability Standard FINAL 1 .pdf</a>	
TIA 2	<b>Have greater visibility</b>	AW/ ALL	1) Co-design a Housing comms plan (campaigns	Housing Comms Plan July 2026	Comms business partner, RI	Draft comms plan (May)		TP06: Satisfaction that the landlord listens to tenant views and acts upon them	

	<p><b>of the Council's work in outward Council communications.</b> Review of tenant governance and a revised comms strategy Review and publication of new tenant involvement strategy</p>		<p>calendar, brand, tone, channels) with tenants. 2) Embed governance comms (HIB/HIG/TSP outputs) in corporate channels. 3) Refresh &amp; re-publish the Tenant/Resident Involvement Strategy</p>	<p>Governance Comms to be embedded Oct 2026  RI Strategy to be completed by September 2026</p>	<p>Team, service leads; graphic design.</p>	<p>Sign-off (July with tenants)  Strategy refresh and republish consult May 2025  Final publication September 2026.</p>		<p>TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them</p>	
<p><b>TI A3</b></p>	<p><b>Ensure tenants play a leading role alongside the RSH and internal audit, in ensuring adherence to the action plan.</b> New governance process to be</p>	<p>AW</p>	<p>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.</p>	<p>Governance sign-off Apr 2026.  First HIG June 2026 (Terms of Reference agreed)  Public tracker live: July 2026.</p>	<p>Governance support, committee admin, SharePoint/w ebsite; facilitation.</p>	<p>TOR finalised (Mar 2026) HIG recruitment /training (Apr 2026)  First HIG (June 2026)  Public tracker live (July 2026).</p>		<p>Governance via HIB and publication of "You said we Did"</p>	

	instigated								
<b>TIA 4</b>	<b>Constant review of data, to demonstrate that the Council knows its tenants and to ensure policy and operational efficiency is delivered in line with presenting needs. Also to further ensure tenant engagement strategy delivers a cohort of representatives that reflect the make up of the diverse population.</b>	ALL	1) Data quality review programme (contact, vulnerability, language, reasonable adjustments). 2) EDI profiling and 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	<ul style="list-style-type: none"> <li>•Integrated dashboard (July 2026).</li> <li>Data audit identifying gaps in data (September 2026)</li> <li>Draft plan and who is responsible for collection of data October 2026</li> <li>Cleanse plan &amp; roles (November 2026)</li> <li>Conduct collection of data for whole service (first points of contact, making every contact count)</li> </ul>		RSH Required Outcome 1.2 of TIA	

						December 2026  Review in line with Reasonable Adjustments Policy and publish improvements (of data and what we have done to improve service) March 2027			
<b>TIA 5</b>	<b>Website information review and update</b> Ensure Housing content and tenant voice are captured in Corporate review Maintain Housing policies on the site	ALL	Contribute to corporate review  Conduct Further Audit of Website to ensure latest policies are up to date  Engage with tenants groups to review and feedback on customer journey			Customer Journey review of website September 2026  Second Audit of Website September 2026		RSH Required Outcome 1.4 TIA	
<b>TIA 6</b>	<b>Ensure visibility of</b>	AW/ ALL	1) Stand up a monthly/quarterly complaints &	Dashboard July 2026	Feedback Team, BI analyst,	• Prototype dashboard (May 2026)		KPI re: Complaint times and escalations  Improved Outcomes and satisfaction in	

<p><b>complaints-ensuring that complaints are visible and transparent through the governance streams</b></p> <p>Publish complaints through governance and comms routes and establish feedback loop</p> <p>Embed lessons learnt-through governance structure to help develop new policies and processes</p> <p>Link-in transactional surveys,</p>		<p>learning dashboard (incl. themes, timeliness, remedies). 2) Create a “Learning from complaints” pack for presentation to tenant groups and published.</p> <p>3) Establish feedback loop into service plans &amp; team briefings; integrate transactional surveys. 4) Prepare a business case for additional resourcing if needed.</p>	<p>Complaints Pack July 2026</p> <p>Feedback Loop July 2026</p> <p>Business Case (if needed) April 2026</p>	<p>Comms/Web, Service leads; training.</p>	<p>→ • HIB review (May) → • Publish web section (July) → • Learning Feedback July 2026</p> <p>You Said, We Did Published in InTouch/W ebsite October 2026</p> <p>Review Feedback and Learning as standard agenda on Tenant Group October 2026 onwards</p>		<p>TSM’s</p> <p>RSH Required Outcome 1.6 of TIA</p>	
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	<p>satisfaction and TSM's to drive improvements and capture in service plans and team briefings</p> <p>Further resources to be established for this work</p>								
<b>TIA 7</b>	<p><b>Ensure complaints are responded to in a timely manner, in line with the requirements of the Housing Ombudsman and NWLDC processes</b></p> <p>Resource to be established to reach and maintain</p>	ALL	<p>Identify Resource in TIA 6</p> <p>Review cadence of regular stand up meetings with Customer Experience Team to encourage timely responses</p>	<p>≥95% on-time by 30 June 2026; sustained <b>100%</b> by 30 Sept 2026.</p>	<p>Feedback Team, Service Leads</p>	<p>≥95% on-time by 30 June 2026; sustained <b>100%</b> by 30 Sept 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>	

	100% response times								
<b>TIA 8</b>	<p><b>Work together, alongside internal audit and tenant scrutiny, to place a focus on areas of improvement to drive policy development and operational excellence</b></p> <p>New Governance process to establish a 'golden thread' of improvement through co-production</p>	AW/ ALL	<p>1) Map the golden thread from tenant insight → policy/service change → performance.  2) Agree an audit &amp; scrutiny schedule on priority themes with TSP and Internal Audit.  3) Co-produce an Improvement Register/Action Plans from TSP inspections with owners, dates, and evidence.</p>	<p>Golden Thread Mapping to be completed by June 2026</p> <p>Audit and Scrutiny Schedule – Ongoing</p> <p>Improvement Register from TSP October 2026</p>	Internal Audit, TSP/HIG, RI	<p>Golden Thread drafted by May 2026</p> <p>Review ongoing Audit plan and recommendations – Monthly at SMT</p> <p>Introduce Golden Thread into 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</p>		<p>HIB oversight</p> <p>Start recording KPI against improvements delivered. on time to establish a baseline</p> <p>RSH Required Outcome 1.3 of TIA standard</p>	

						"You Said We Did articles" January 2027			
<b>TIA 9</b>	<b>Review of governance to ensure that the tenants voice is heard and that the role of HIB is strengthened within that review.</b>	AW	<p>A full 'menu' of Tenant engagement to be produced to ensure the tenant voice is fully captured and to give members assurance that they have been part of the co-production process.</p> <p>A strengthening of the Tenant Scrutiny model to ensure a role for tenants in monitoring performance of the Housing service</p>	Forward Plan to be produced and published July 2026	Governance/committee admin; training Comms/Web.	Forward plan available July 2026			
<b>TIA 10</b>	Establish new team structure to more effectively support a step change in tenant engagement	AW/GH	A new team to be created (from existing staff) to ensure we capture the tenants voice effectively and use data, feedback and monitoring tools to effect	Team structure to be in place by August 2026	HR processes and internal Senior Management sign-off	Team to be in place by Aug 2026			

			improvement across the Housing Service						
<b>TIA 11</b>	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.	AW	<p>1) Publish an Engagement Menu (digital panel, roadshows, task &amp; finish, TA support, scrutiny, editorial, 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 &amp; representativeness report (part of Annual Report)</p>	<p>Menu of Involvement agreed April 2026</p> <p>You Said We Did July 2026 and quarterly there on</p> <p>Participation numbers in Annual Report September 2026</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>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</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 about things that matter to them.</p> <p>TP08: Agreement that the landlord treats tenants fairly and with respect.</p>	

, set target for 27/28 figures in February 2027

## Tenancy Standard (T)

Owner – Head of Housing

### 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 completed actions	Progress (inc tenant engagement)/Notes and completion date	Relevant Assurance e.g. KPI/TSM 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 -	DS		In line with	DS and ZD to	Deadline date		n/a	

	<b>Applying to other providers directly</b>			'InTouch' print deadlines	draft	for copy TBC			
-	<b>Changes to the private rented sector</b>								
-	<b>Tips to maximise your chances of an offer</b>								
-	<b>Current demand on the waiting list</b>								