



8. **Housing Improvement & Regulatory Update** (Pages 49 - 104)
9. **Complaints Update** (Pages 105 - 118)
10. **Grounds Maintenance Review - Verbal Update**
11. **Work Programme 2025-26** (Pages 119 - 122)
12. **Any Other Items**  
Any other items which the Chair agrees should be considered as a matter of urgency because of special circumstances
13. **Date of Next Meeting - 1 December 2025**

**Members are reminded that in order to expedite business at the meeting and enable Officers to adapt their presentations to address areas causing difficulty, they are encouraged to contact Officers prior to the meeting with questions on technical issues in reports.**

#### **Contact Details**

Enquiries relating to this agenda please contact Melanie Carr Tel: 01609 533849 or e-mail:

[Melanie.carr1@northyorks.gov.uk](mailto:Melanie.carr1@northyorks.gov.uk)

Website: [www.northyorks.gov.uk](http://www.northyorks.gov.uk)

Members of the public are entitled to attend this meeting as observers for all those items taken in open session. You may be interested in [subscribing to updates](#) about this or any other North Yorkshire Council committee.

Recording is allowed at Council, committee and sub-committee meetings which are open to the public. Please give due regard to the Council's protocol on audio/visual recording and photography at public meetings. We ask that any recording is clearly visible to anyone at the meeting and that it is non-disruptive.

Anyone wishing to record is asked to contact the Democratic Services Officer (details below) prior to the start of the meeting.

#### **Contact Details**

For enquiries relating to this agenda and meeting please contact:

Melanie Carr, Senior Scrutiny Officer

E-mail: [melanie.carr1@northyorks.gov.uk](mailto:melanie.carr1@northyorks.gov.uk)

Tel: 01609 533849

Website: [www.northyorks.gov.uk](http://www.northyorks.gov.uk)

Barry Khan  
Assistant Chief Executive  
Legal and Democratic Services  
County Hall  
Northallerton

Monday, 15 September 2025

## North Yorkshire Council

### Housing and Leisure Overview and Scrutiny Committee

Minutes of the meeting held on Wednesday, 11 June 2025 commencing at 10.00 am at County Hall, Northallerton.

Committee Members present: Councillor Malcolm Taylor in the Chair; plus Councillors Karl Arthur, Caroline Dickinson, Kevin Foster, Richard Foster, John Mann, Bob Packham, Stuart Parsons, Yvonne Peacock, Clive Pearson, Kirsty Poskitt, Dan Sladden, Phil Trumper, Steve Mason and Steve Shaw-Wright

In attendance: Councillor Carl Les

Officers present: Nic Harne, Andrew Rowe, Jo Ireland, Victoria Young, Imogen Downie, Will Boardman, Hannah Heinemann and Kim Robertshaw

Other Attendees: Ms Amanda Griffiths

Apologies: Councillors John Ritchie, Nigel Knapton and Matt Walker

---

**Copies of all documents considered are in the Minute Book**

---

#### 53 Apologies for Absence

Apologies for absence were received from:

- Councillor Nigel Knapton,
- Councillor Matt Walker - substituted by Councillor Steve Mason,
- Councillor John Ritchie - substituted by Councillor Steve Shaw-Wright.

#### 54 Minutes of the Meeting held on 10 March 2025

**Resolved** – That the Minutes of the meeting held on 10 March 2025 be taken as read and confirmed by the Chair as a correct record.

#### 55 Declarations of Interest

Councillor Karl Arthur declared an interest in the housing related items on the agenda as a Director of a Property Management Company in Selby.

Councillor Malcolm Taylor declared an interest in Agenda item 10, as a shareholder of Scarborough Athletic Football Club.

#### 56 Public Participation

Ms Amanda Griffiths attended the meeting remotely via TEAMS to present her submitted public statement as follows:

*'As a NYC tenant whose local authority owned home has been deemed unfit for human habitation due to category 1 HHSRS hazards caused by damp and mould, I was unsurprised by the Regulator for Social Housing C3 judgement due to serious consumer standards failings: 'a lack of reliable information about the condition of its homes, a failure to meet some aspects of landlord health and safety requirements, a*

*lack of reliable information to support its understanding of and response to the diverse needs of its tenants, and limited and inconsistent meaningful opportunities for tenants to influence and scrutinise its services’.*

It may assist the members to know that I am one of the 105 housing disrepair claimants with an active case against my landlord. I instructed legal representation due to my landlords knowledge of the poor condition of my home and matters remaining unresolved for over 15 years. In mid-July 2023 I was decanted from my primary home for the second time due to failed repairs, and for remedial works that were intended to take 9 weeks. However I remain in prolonged temporary accommodation almost 2 years later. To add to this wretchedness the decant property, which is a recently ‘refurbished’ void, is also in a state of disrepair, with rainwater cascading down bedroom walls and toxic black mould due to my landlords refusal to carry out repairs. Ultimately I am in the unenviable position of having 26 years lived experience of the unsuitable social housing conditions in the Selby District, that in my case culminated in entirely avoidable legal action.

During the Pre-Action Process, to my dismay I learned that tenants exercising the legal right to independent expert witness inspections that seek an understanding of the condition of their homes, are intentionally subjected to landlord cultural maladministrative practices. The harmful, unprofessional focus on institutionally accepted systemic abuses of power diverts resources from working to meet regulatory standards. However, if my landlord prioritised respectful engagement with tenants whose homes are in disrepair, they would develop insights into the real-world context of the challenges to those directly impacted, whilst acquiring a more accurate understanding about what stock condition surveys fail to capture, and why tenants resort to legal action. They would also gain a better understanding of tenants diverse needs from a first person perspective.

Reliance on data-driven approaches is insufficient to capture the true scale of the human impact of material failures. Especially where tenant participation is extremely limited. Improvement to both the Safety and Quality Standard, and the Transparency, Influence and Accountability Standard must begin with a revised approach that broadens tenant engagement, taking a wider range of views into account. Firsthand knowledge is integral to shaping both policy and practice. Therefore forging new ideas with those who ask provocative questions is crucial. The rapid improvement my landlord aspires to achieve only occurs when policymakers generate evidence that reveals how policies are working, whether they are fair and equitable, and how they play out in tenants lives. It’s vital that meaningful tenant engagement includes diverse views with critical voices to increase scrutiny of landlord policies, services and strategies. This would identify areas for improvement and promote accountability, ensuring the focus is consistently on landlord/tenant relationships, delivery of decent homes and regulatory standards outcomes.

None of this is rocket science. Nevertheless until there is a willingness to pro-actively engage with wider groups of tenants, the aim to achieve a C2 regulatory grade cannot be realised. Unless there is radical reform to comply with the consumer standards, and a commitment for meaningful tenant engagement, the only fast track journey NYC are on is in the direction of the Regulators forewarned C4 judgement.’

Andrew Rowe, Assistant Director for Housing thanked Ms Griffiths for her statement and confirmed that in light of the on-going disrepair claim, he was unable to comment on her individual circumstances. However, he expressed gratitude for her feedback, acknowledging the problems she had experienced. He also confirmed his intention to reach out to Ms Griffiths outside of the meeting to try and find a solution to the problems she had experienced.

He went on to note that Ms Griffiths' statement highlighted the very real impact on the lives of tenants when social landlords get things wrong, and that the points raised within the statement around the impact of poor housing conditions and the need for meaningful tenant engagement to inform the strategic planning were very well made.

Andrew Rowe recognised the position inherited by the new Council was challenging and the consequence of several factors including in some areas the lack of investment into homes. The former district Councils were simply not sighted on the scale of the challenge or their level of non-compliance against the required consumer standards. They had no long-term investment plan. Data around stock condition and levels of decency was inadequate. There were gaps in information around compliance with health and safety requirements and opportunities for meaningful engagement by tenants were limited.

Acknowledging the scale of the challenge and the council's non-compliance against the consumer standards, he confirmed that North Yorkshire Council was absolutely committed to turning the situation around quickly. He referenced the C3 regulatory judgement that followed the Council's own self-assessment and self-referral last year and confirmed the new Council had adopted a new Housing Revenue Account Business Plan that set out ambitious levels of future investment into Council homes over the next 30 years. He noted the adoption of a bold improvement plan and strategy, that included a host of actions to ensure future compliance with the Regulatory Standards, including an on-going programme of stock condition surveys, activity to address gaps in data around health and safety compliance and a whole new strategy around tenant engagement and involvement. He confirmed additional funds of around £2M had been set aside within the business plan to support the Councils journey towards compliance, which included a bolstered approach to tenant engagement.

Andrew Rowe also drew attention to the additional funds that had been levered in from the Governments Social Housing Decarbonisation Programme and the Council's ambitious programme to fully retrofit and revamp over 1600 of its homes over the next few years. He confirmed the investment was being targeted at those homes in most urgent need of intervention, many of which were likely to be in the former Selby District Council area.

He confirmed that aligned to all of those changes, was a push to change the culture of the Council as a landlord, suggesting the Council was committed to putting tenants at the heart of everything it did, listening to the views of tenants, both through the on-going tenant satisfaction survey and through opportunities for one-to-one engagement, including the new tenant scrutiny arrangements and panels. He confirmed that future strategy and planning would absolutely be informed by both the data held on homes, and the views and needs of tenants.

Finally he confirmed that the Council's planning was informed by learning from complaints and how to improve when things went wrong. With that in mind he offered to personally visit Ms Griffiths in her home over the coming weeks to hear about her experience as a Council tenant over many years and get a better understanding of her views on the changes that could be made to improve going forward.

The Chair thanked Ms Griffiths for her contribution to the meeting and the work of the Committee, noting it would help inform their consideration of future agenda items.

## **57 Housing Improvements & Regulatory Update**

Considered – A report of the Corporate Director for Community Development providing an update on progress made toward compliance with the requirements of the Social Housing (Regulation Act), and oversight of the Councils Housing Improvement Strategy and Performance Framework in advance of their consideration by the Executive Member.

Andrew Rowe, Assistant Director for Housing introduced the report drawing attention to

the improvement plan and performance indicators. He confirmed there were ongoing monthly meetings with the regulator and that the position had improved in the last six months with the Council no longer being in danger of being categorised as C4.

Members considered the individual workstreams and noting the benchmarking data against other councils. It was also noted that:

- 20 tenants had volunteered to become members of the Tenants Panels.
- four new surveyors had been employed to assist in the ongoing work to have stock condition surveys completed by September 2026.
- Fire risk assessments were now up to date.
- There had been lots of in house training on complaints handling.
- All repairs were now going through one system.
- A single case management system was now in place for ASB reporting.
- Allocations were now being delivered through one system
- An audit of rents was ongoing.

Members recognised the key challenge was around data and governance. In particular the difficulties of retrieving data from the legacy councils.

Attention was drawn to the Housing Improvement Strategy at Appendix B, with a focus on the clear timeline for the improvement journey. It was confirmed that Phase I was now complete, moving to Phase II, with an expectation that Phase III would be completed by March 2027.

In response to members' questions, it was confirmed:

- The Council had £40m in funding available to achieve energy efficiency level C3 in all properties.
- There were appropriate checks and balances in place to monitor the performance of Home Choice Lettings who administered allocations on behalf of the Council.
- The Council was working towards being up to date with its programme of Electrical Safety Inspections.
- Any excess generation from solar panels was fed back into the grid and the income it generated was passed to the tenant.

Councillor Kirsty Poskitt raised the issue of the lived experience for tenants in Selby suggesting it that for some it was poor and that improved communication with those tenants was required. It was agreed that Tenants needed a better understanding of the new Council's commitment to improve tenant conditions, and it was confirmed that this message was being delivered via a number of methods.

**Resolved** – That the Regulatory Update be noted..

## **58 Housing Performance & Service Improvement Annual Report**

Considered – A report of the Corporate Director for Community Development presenting the annual review of performance, complaint handling and service improvement of North Yorkshire Council's landlord services.

Andrew Rowe, Assistant Director for Housing introduced the report which outlined the council's performance as a landlord in both the Tenant Satisfaction Measures (TSMs) and in compliance with the Housing Ombudsman's Complaint Handling Code, both of which were statutory data returns.

Attention was drawn to Section 17 of the report at Appendix A detailing the tenant satisfaction measures that enabled the Council to benchmark against the performance of

other councils. It was noted the Council was currently average.

Member also considered the data on complaint handling at section 21 of the report. It was noted the Council was receiving around 40 complaints a month and that nationally, complaints to the Ombudsman were increasing rapidly.

**Resolved** – That the Annual Review be noted.

## **59 Lettable Standard Task Group Review - Draft Final Report**

Considered – The draft final report arising from the Lettable Standard Task Group review detailing the Task Group's recommendations and their associated implications.

Councillor Bob Packham introduced the report drawing attention to the key decision points at paragraph 3.14 of the report, which had been agreed by the Task Group as within the scope of the review. He provided an outline of the work undertaken and thanked officers for their support. Finally, he drew attention to the review recommendations.

Other members of the Task Group commented on their positive experience of undertaking the review and again thanked officers.

Attention was drawn to the review conclusions, specifically the lack of historical data on void property works and their associated costs from the legacy council's, and the difficulty that had created in regard to fully understanding the financial implications associated with the review recommendations. It was noted that this had led to the Task Group's final recommendation that a review of the revised policy be undertaken in a year's time to assess the effectiveness of void property works and understand the actual costs associated with voids. It was noted that this would require the collection of appropriate data in the first year, as detailed in paragraph 9.3 of the report.

Councillor Steve Mason questioned the council's building insurance, and it was confirmed that the Council did not make claims for damage done by tenants to individual properties. They did however recharge tenants for any deliberate or malicious property damage. It was also confirmed the council currently had three separate building insurance policies.

The Chair thanked the Task Group members for their work on the review, and it was

**Resolved** – That:

- i. The draft final report be noted, and the review recommendations endorsed for presentation to the Executive Member for Culture, Arts & Housing.
- ii. That a review of the revised Lettable Standard be added to the Committee's work programme for September 2026.

## **60 Draft Compensation Policy**

Considered – A report of the Corporate Director Community Development presenting a draft Tenant/Leaseholder Compensation Policy, intended to manage compensation claims, ensure compliance with legal standards and provide clarity for housing tenants, leaseholders and officers of North Yorkshire Council.

Vicky Young – Service Improvement Manager, introduced the report and drew attention to the proposed discretionary compensation matrix, which set out indicative payment amounts based on levels of impact and responsibility.

It was noted that both the Selby and Harrogate legacy councils had such a Policy in place but in Richmondshire claims had been **Page 7** at the discretion of officers.

Members discussed the proposed maximum payment of £750 and agreed there needed to be room for discretion to allow for an evidence-based exception. Members also questioned the support offered to vulnerable tenants who would be entitled to compensation but needed support going through the process.

Overall Members agreed a framework needed to be in place but with a degree of discretion available.

**Resolved** – That the draft Tenant/Leaseholder Compensation Policy be endorsed for presentation to the Executive Member for Culture, Arts & Housing

## **61 Draft Disrepair Policy**

Considered – A report of the Corporate Director Community Development presenting a draft Disrepair Policy, intended for implementation to manage reports of disrepair and legal disrepair claims, ensuring compliance with legal standards and providing clarity for tenants and officers of North Yorkshire Council.

Vicky Young – Service Improvement Manager, introduced the report and confirmed the Council was restrained by legislation on this Policy. She also drew attention to rise in no win no fee third party solicitor claims targeting Local Authorities and noted that once they became involved it was difficult to reach a resolution.

It was confirmed there were in-house repair teams in place but that the majority of repairs were undertaken by contractors. This involved having an oversight of their work and holding their performance to account.

Members raised the issue of good communications with tenants being key including providing regular updates for outstanding repair work, and officers provided an overview of the methods currently used. Members agreed that disrepair claims needed to be managed effectively, quickly and robustly with a published procedure that was clearly communicated with tenants. It was therefore

**Resolved** – That the draft Disrepair Policy be endorsed for presentation to the Executive Member for Culture, Arts & Housing

The first part of the meeting concluded at 11:28am, and the meeting reconvened at 12:30pm.

## **62 Scarborough Football Ground Update**

Considered – A presentation on the condition of Scarborough Athletic Football Club pitch. Assistant Director for Culture, Leisure, Archives and Libraries talked members through the presentation providing an overview of the defects, the long term options for pitch replacement, and the impact on the football club and other users.

Nic Harne, Corporate Director for Community Development confirmed the council was seeking suitable remediation from the original contractor as the current pitch was still under warranty.

It was noted that the Council's preferred technical option would deliver a FIFA quality pro pitch, which was the requirement set to enable SAFC to continue to play at their current level in the league. If that could not be achieved, then the council would proceed with option 3 (as detailed in the presentation).

Members discussed possible funding avenues for raising the required £3.2m which included finding sponsorship, using 100.org.uk, crowd funding etc. They also

questioned whether the original contractor had delivered other works for the legacy Scarborough Borough Council which might require reviewing, or whether there were other questionable liabilities inherited from the legacy Council. In response, Jo Ireland confirmed the issues with the pitch had come to light through the work undertaken as part of the Strategic Leisure Review and that issues with other facilities, if they existed would have become known in the same way.

Members also discussed the economic development linked to the football club and its ground, and the benefits it afforded residents in the Scarborough area.

Having considered the next steps and the proposed recommendations due to go to the Executive on 17 June 2025, it was

**Resolved** – That the update on the condition of Scarborough Athletic Football Club pitch and proposed way forward, be noted.

### **63 Leisure & Culture Performance Update**

Considered – A report of the Corporate Director for Community Development providing an overview of current performance trends for Culture and Leisure Services and seeking feedback on a range of performance indicators.

Jo Ireland, Assistant Director for Culture, Leisure, Archives and Libraries introduced the report that provided an overview highlights and challenges for the 2024-25 year. In particular, the challenges around:

- Extracting data from a number of systems. It was confirmed that work was ongoing to introduce one system.
- Whitby Pavilion, and the need to increase the number of events held annually.

Members were pleased to note the increased business for the Open air theatre and noted the economic benefits it had brought. They also noted that the weight management service had been brought back in-house, and discussed the opportunities for joint working with the National Parks.

Having considered the data in Appendix A, Members agreed that a clearer set of metrics needed to be developed to aid in measuring culture and leisure related outcomes and impact.

Resolved – That the performance update for Culture and Leisure Services be noted.

### **64 Homeless & Rough Sleeping Draft Strategy**

Considered – a detailed presentation on the Council's draft Homeless and Rough Sleeping Review & Strategy 2025-30, provided by Kim Robertshaw - Head of Housing Needs.

The presentation provided an overview of the four themes of the draft Strategy, together with the key challenges, opportunities and aspirations.

Members noted the priorities associated with each theme ( as detailed in the presentation slides) and the planned next steps which included consultation with partners and stakeholders.

It was confirmed that the Strategy was an amalgamation of current working practices, setting the strategic direction for homelessness and rough sleeping services across North Yorkshire.

Members discussed a number of positive examples in the divisions where support had been provided to a rough sleeper. By way of feedback, Members' suggested the Strategy should include more focus on older people, given that the number of older people affected by homelessness appeared to be increasing. They also agreed the strategy was missing any mention of Member engagement and Members role in supporting the Strategy.

**Resolved** – That:

- i. The draft North Yorkshire Homelessness and Rough Sleeping Strategy 2025-2030 be noted.
- ii. Members feedback be fed in to the consultation process.

## **65 Joint Venture Development - Verbal Update**

Considered – a verbal update on the Council's development of a Joint Venture vehicle to support the Council's ambition to deliver 802 new affordable homes per annum as set out in Housing Strategy 2024-2029.

Hannah Heinemann – Head of Housing Delivery and Partnership provided the update confirming the Council was now ready to seek in principle approval to enter in to a Limited Liability Partnership to form a housing delivery vehicle to contribute to housing delivery growth.

She also provided a brief overview of the benefits a joint venture approach would deliver and of the initial sites likely to be considered suitable for joint venture development.

It was noted that a report seeking approval in principle to creating a Joint Venture limited liability partnership and to entering into preferred bidder stage, was scheduled to go to the Executive on 17 June 2025.

**Resolved** – That the progress update on developing a Joint Venture vehicle be noted.

## **66 Work Programme 2025/26**

Considered – The Committee's work programme for the 2025-26 municipal year presented by the Senior Scrutiny Officer.

Members took account of the discussions on previous agenda items and agreed to add the following to their work programme:

- i. A further update on the Joint Venture for their next meeting in September 2025.
- ii. That a review of the revised Lettable Standard be undertaken in September 2026.

**Resolved** – That the work programme document be updated as above.

## **67 Date of Next Meeting - 23 September 2025**

The meeting concluded at 1.50 pm.

## North Yorkshire Council

### Housing and Leisure Overview and Scrutiny

23 September 2025

### Leisure Investment Strategy

#### Report of the Corporate Director Community Development

<p><b>1.0 PURPOSE OF REPORT</b></p> <p>1.1 To seek feedback from Members of Overview and Scrutiny on the findings and recommendations for investment in the Council's leisure facilities. This includes consideration of future options for Richmond Pool.</p>
<p><b>2.0 SUMMARY</b></p> <p>2.1 This report sets out the findings from the assessment of the Council's leisure facilities. The report sets out the principles for a strategic approach and makes recommendations for areas of investment. The report also seeks comment and feedback on the options appraisal undertaken in relation to Richmond Pool.</p>
<p><b>3.0 BACKGROUND</b></p> <p>3.1 In January 2023 the Council agreed a new vision and operating model for the Council's leisure services. The new Active North Yorkshire (ANY) service has a strong emphasis on health and well being and ensuring participation in physical activity is accessible to everyone.</p> <p>3.2 ANY is one of the largest council owned and operated services in the Country and a key part of the development of the new Active Well being model has been to assess the Council's leisure assets to support a more impactful and sustainable service in the future. This includes the role of the Council's facilities in supporting wider health, well being and place shaping work, whilst maintaining facilities that are financially and environmentally sustainable.</p> <p>3.3 Phase one of the Leisure Investment Strategy considered each of the sites and where investment in facilities might best be targeted to maximise the potential for income generation, efficient delivery and to best support the new delivery model focused on active well being and enabling a wider range of people to become and stay active throughout their lives. Each site was assessed based on its location, financial performance, demand and asset condition. The development and improvement potential for both core provision and ability to contribute towards active well being and inclusion were also assessed.</p> <p>3.4 From this initial assessment sites were categorised as follows:</p> <ul style="list-style-type: none"><li>• <b>Active WellBeing Hubs</b> – these are strategically important sites which have the potential to play a significant role as a flagship health and well being hub. These are generally the larger sites and include sites with higher levels of population need and where investment has the capacity to improve financial performance and sustainability.</li><li>• <b>Retained sites</b> – these sites are important locally and will be retained with lifecycle investment as required. This category includes sites that have been recently refurbished and the three community well being hubs in Harrogate (Fairfax, Stockwell</li></ul>

and Jennyfield) which will continue to focus on specialist delivery. It also includes a number of smaller sites with more limited potential but which will continue to focus on meeting local needs, particularly in areas where alternative provision is limited.

- 3.5 Sites in Ryedale, Skipton, Whitby and Selby were identified as priorities for investment as Active Well Being Hubs and proposals for the development of these sites is detailed within this report. In addition there are a number of other strategic sites that will operate as significant well being sites, offering a wider range of provision, but which are in generally good condition (a number have been refurbished more recently) and are not considered to require major investment currently. These include Jack Laugher (Ripon), Scarborough Sports Village, Northallerton, Harrogate and Knaresborough.
- 3.6 Alongside the priorities for investment additional assessment was undertaken in relation to Richmond Pool, which has been closed for safety reasons following a partial ceiling collapse in April.

#### 4.0 ISSUES AND OPTIONS

##### Investment in Active Well Being Hubs

4.1 The following sites have been identified for in principle investment as active well being hubs. This is subject to further detailed work being undertaken to develop next stage designs costings and programming. High levels business cases suggest budget provision of c£36m would be required to undertake the works identified, although precise costings will be further developed at the net stage. NB this figure is based on the high level capital costs identified below, with a further 10% added to reflect the Council’s additional fee and contingency assumptions.

- Craven Leisure Centre (Skipton)
- Whitby Leisure Centre
- Selby Leisure Centre
- Ryedale Swim and Fitness (Pickering)

4.2 The proposed works at **Craven Leisure Centre** are set out in the table below, at an estimated cost of c£9.9m

Current facility mix	Core brief
<b>61 station gym</b>	<ul style="list-style-type: none"> <li>• 120 station movement space (gym) split into zonal areas with 24/7 access through separate entrance</li> <li>• Installation of Changing Places</li> <li>• Additional dry change</li> </ul>
<b>6-lane 25m pool</b>	<ul style="list-style-type: none"> <li>• Installation of pool pod</li> </ul>

Current facility mix	Core brief
12m x 6m teaching pool with moveable floor	<ul style="list-style-type: none"> <li>• Installation of pool pod</li> </ul>
Wet change	<ul style="list-style-type: none"> <li>• Light touch refurbishment (cubicles, lockers etc.)</li> </ul>
1 spin studio (10 bikes)	<ul style="list-style-type: none"> <li>• Spin studio (20 bikes with storage) – for use as multi-purpose space combined with mind and body / AWB activities</li> </ul>
1 group exercise studio (24 capacity)	<ul style="list-style-type: none"> <li>• Additional studio (30 capacity) and consultation room</li> </ul>
Café	<ul style="list-style-type: none"> <li>• Reconfiguration of café / reception to create single shared reception desk / café servery</li> <li>• New external seating area to cafe with retractable canopy</li> <li>• Refurbishment of café</li> </ul>

4.3 Overall the high level investment case shows a significant financial improvement over the 25 year period compared to the do minimum case. Taking account of operational lifecycle costs, equipment replacement costs and capital repayments (all the modelling assumes borrowing costs associated with the capital investment) the investment is expected to generate a small annual surplus of c£8k overall, a £576k annual improvement compared to the “do minimum” scenario. See Table 1 below.

4.4 Each site has been considered across three key areas:

- **Necessity** - Is “do minimum” a viable option?
- **Active Wellbeing** - To what extent does the proposed investment meaningfully enhance the Council’s ability and capacity to deliver active wellbeing services?
- **Finances** - To what extent does the proposed investment deliver a financial improvement – i.e. will it cost the Council more or less than the “do minimum” option

4.5 The summary for Craven Leisure Centre against these criteria is below:

**Necessity**

- Existing facility is underperforming – despite strong demand
- Insufficient health and fitness space
- Tired and in poor condition

## Wellbeing

- Proposals would increase capacity to support AWB
- Wider range of classes and programmes
- More accessible – for people with disabilities and complex needs

## Finances

- Strong financial case, significant increases in income
- Overall financial return over 25 years despite capital repayment costs
- Decarb initiatives (LED lighting) energy saving of 8,864kwh pa
- £2.4m asset condition works (20 years). £252k of these in scope

**Table 1: Summary of Craven Leisure Centre Financial Modelling (25 year averages and totals)**

Craven Leisure Centre			
25-Year Annual Averages	Baseline - Do Minimum	AWB Hub Investment	Net Improvement
Income Total	£1,508,433	£3,023,042	£1,514,609
Expenditure Total	(£1,873,936)	(£2,002,545)	(£128,609)
Net operating position surplus / (subsidy)	(£365,503)	£1,020,497	£1,385,999
Lifecycle costs	(£115,474)	(£102,848)	£12,627
FF&E / H&F equipment costs	(£86,589)	(£166,389)	(£79,800)
Operating surplus / (subsidy) including lifecycle / FF&E	(£567,566)	£751,260	£1,318,826
Capital repayments	£0	(£743,288)	(£743,288)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£567,566)	£7,972	£575,538

Craven Leisure Centre			
25-Year Totals	Baseline - Do Minimum	AWB Hub Investment	Net Improvement
Income Total	£37,710,832	£75,576,049	£37,865,217
Expenditure Total	(£46,848,406)	(£50,063,636)	(£3,215,230)
Net operating position surplus / (subsidy)	(£9,137,574)	£25,512,413	£34,649,987
Lifecycle costs	(£2,886,860)	(£2,571,198)	£315,663
FF&E / H&F equipment costs	(£2,164,720)	(£4,159,716)	(£1,994,996)
Operating surplus / (subsidy) including lifecycle / FF&E	(£14,189,154)	£18,781,499	£32,970,653
Capital repayments	£0	(£18,582,198)	(£18,582,198)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£14,189,154)	£199,301	£14,388,455

4.6 The proposed works at **Whitby Leisure Centre** are set out in the table below, at an estimated cost of c£9.7m.

Current facility mix	Core brief
4-lane 25m pool	<ul style="list-style-type: none"> <li>• Refurbishment of pool hall – pool surrounds (tiling), wall coverings, ceilings, lighting</li> <li>• Installation of pool pod</li> </ul>

Current facility mix	Core brief
Teaching pool	<ul style="list-style-type: none"> <li>• Installation of pool pod</li> <li>• Installation of sensory lighting</li> </ul>
Wet change	<ul style="list-style-type: none"> <li>• Full refurbishment and reconfiguration to village change</li> <li>• Installation of Changing Places</li> </ul>
c. 45 station gym	<ul style="list-style-type: none"> <li>• 100 station movement space (gym) split into zonal areas</li> </ul>
Group exercise studio (capacity of c. 25)	<ul style="list-style-type: none"> <li>• Additional studio (30 persons)</li> </ul>
Dry change	<ul style="list-style-type: none"> <li>• Refurbish existing dry change</li> </ul>
4-court sports hall	N/A
2G 5-a-side MUGA (floodlit)	<ul style="list-style-type: none"> <li>• 2 x covered and floodlit Padel court(s) on MUGA</li> </ul>
2 tennis courts (floodlit)	N/A
Reception	3 x consultation rooms and reconfigured reception

4.7 Overall the high level investment case shows a meaningful financial improvement over the 25 year period compared to the do minimum case. Taking account of operational lifecycle costs, equipment replacement costs and capital repayments the investment is expected to require a reduced annual deficit of c £121k overall, a £164k annual improvement compared to the “do minimum” scenario. See Table 2 below.

4.8 The summary for Whitby Leisure Centre against the key criteria is below:

#### **Necessity**

- Existing facility is in very poor condition, tired, dated and in poor condition
- Insufficient health and fitness space
- Performs well considering current condition
- Lack of competition in the area

#### **Wellbeing**

- Proposals would increase capacity to support AWB
- Wider range of classes and programmes – including introduction of Padel tennis
- More accessible – for people with disabilities and complex needs

#### **Finances**

- Clear financial case, significant increases in income
- Overall financial return over 25 years despite capital repayment costs
- Decarb initiatives (PV panels) result in energy saving of 188,743kwh pa

- £1.2m asset condition works (20 years). £100k of these in scope

**Table 2: Summary of Whitby Leisure Centre Financial Modelling (25 year averages and totals)**

<b>Whitby Leisure Centre</b>			
<b>25-Year Annual Averages</b>	<b>Baseline - Do Minimum</b>	<b>AWB Hub Investment</b>	<b>Net Improvement</b>
Income Total	£819,009	£2,069,765	£1,250,755
Expenditure Total	(£986,274)	(£1,249,089)	(£262,815)
Net operating position surplus / (subsidy)	(£167,264)	£820,676	£987,940
Lifecycle costs	(£58,422)	(£53,424)	£4,998
FF&E / H&F equipment costs	(£59,880)	(£132,000)	(£72,120)
Operating surplus / (subsidy) including lifecycle / FF&E	(£285,566)	£635,251	£920,817
Capital repayments	£0	(£756,536)	(£756,536)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£285,566)	(£121,285)	£164,281
<b>Whitby Leisure Centre</b>			
<b>25-Year Totals</b>	<b>Baseline - Do Minimum</b>	<b>AWB Hub Investment</b>	<b>Net Improvement</b>
Income Total	£20,475,237	£51,744,113	£31,268,876
Expenditure Total	(£24,656,839)	(£31,227,224)	(£6,570,384)
Net operating position surplus / (subsidy)	(£4,181,603)	£20,516,889	£24,698,492
Lifecycle costs	(£1,460,544)	(£1,335,606)	£124,938
FF&E / H&F equipment costs	(£1,497,011)	(£3,300,007)	(£1,802,996)
Operating surplus / (subsidy) including lifecycle / FF&E	(£7,139,157)	£15,881,276	£23,020,433
Capital repayments	£0	(£18,913,411)	(£18,913,411)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£7,139,157)	(£3,032,134)	£4,107,023

4.9 The proposed works at **Selby Leisure Centre** are set out in the table below, at an estimated cost of c£2.5m.

<b>Current facility mix</b>	<b>Core brief</b>
6-lane 25m pool	<ul style="list-style-type: none"> <li>• Installation of pool pod</li> </ul>
Teaching pool	<ul style="list-style-type: none"> <li>• Installation of pool pod</li> </ul>

Current facility mix	Core brief
<b>Group exercise studio (30-person capacity)</b>	<ul style="list-style-type: none"> <li>• Refurbishment of existing studio</li> </ul>
<b>Spin studio (21 bikes)</b>	<ul style="list-style-type: none"> <li>• Conversion of spin studio for group exercise including virtual capability</li> </ul>
<b>97 station gym</b>	<ul style="list-style-type: none"> <li>• Refurbishment of H&amp;F changing rooms</li> </ul>
<b>2G artificial pitch</b>	N/A
<b>2 x group exercise studios in Summit Indoor Adventure (SIA) centre</b>	<ul style="list-style-type: none"> <li>• Refurbishment of Summit studios and conversion of smaller studio for immersive / virtual spin studio</li> <li>• 1 x consultation room</li> </ul>

4.10 Overall the high level investment case shows a modest financial improvement over the 25 year period compared to the do minimum case. Taking account of operational lifecycle costs, equipment replacement costs and capital repayments the investment is expected to require a reduced annual deficit of c £582k overall, a £25k annual improvement compared to the “do minimum” scenario. See Table 3 below.

4.11 The summary for Selby Leisure Centre against the key criteria is below:

**Necessity**

- Existing facility is in overall good condition, with good levels of usage
- Limited studio space – restricts range of activity
- Key site – in area of disadvantage
- Beyond end of life gym equipment

**Wellbeing**

- Proposals would increase capacity to support AWB and a wider range of classes and programmes in an area of health disadvantage
- Pool pod - more accessible for people with disabilities and complex needs

**Finances**

- Small reduction in operating subsidy
- Benefits in terms of a strategically significant site
- Decarb initiatives (LED lighting) result in energy saving of 5,880kwh pa
- £2.1m asset condition works (20 years). £370k of these in scope

**Table 3: Summary of Selby Leisure Centre Financial Modelling (25 year averages and totals)**

Selby Leisure Centre			
25-Year Annual Averages	Baseline - Do Minimum	AWB Investment	Net Improvement
Income Total	£1,999,520	£2,184,023	£184,503
Expenditure Total	(£2,363,544)	(£2,384,848)	(£21,304)
Net operating position surplus / (subsidy)	(£364,024)	(£200,825)	£163,199
Lifecycle costs	(£105,015)	(£86,513)	£18,502
FF&E / H&F equipment costs	(£137,325)	(£125,004)	£12,321
Operating surplus / (subsidy) lifecycle / FF&E	(£606,364)	(£412,343)	£194,022
Capital repayments	£0	(£169,342)	(£169,342)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£606,364)	(£581,685)	£24,680
25-Year Totals	Baseline - Do Minimum	AWB Investment	Net Improvement
Income Total	£49,988,008	£54,600,581	£4,612,574
Expenditure Total	(£59,088,609)	(£59,621,203)	(£532,594)
Net operating position surplus / (subsidy)	(£9,100,601)	(£5,020,621)	£4,079,980
Lifecycle costs	(£2,625,380)	(£2,162,836)	£462,544
FF&E / H&F equipment costs	(£3,433,125)	(£3,125,108)	£308,016
Operating surplus / (subsidy) including lifecycle / FF&E	(£15,159,106)	(£10,308,566)	£4,850,540
Capital repayments	£0	(£4,233,548)	(£4,233,548)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£15,159,106)	(£14,542,114)	£616,992

4.12 The proposed works at **Ryedale Swim and Fitness (Pickering)** are set out in the table below, at an estimated cost of c£10.2m (core and enhanced elements).

Current facility mix	Core brief	Enhanced brief
<b>4-lane 25m pool</b>	<ul style="list-style-type: none"> <li>Light refurbishment of pool hall (excluding re-tiling of poolside)</li> <li>Installation of pool pod</li> </ul>	<ul style="list-style-type: none"> <li>Replace poolside tiling (excluding re-tiling of pool tank)</li> </ul>
<b>Wet change</b>	<ul style="list-style-type: none"> <li>Full refurbishment of wet change</li> <li>Installation of Changing Places</li> </ul>	N/A

Current facility mix	Core brief	Enhanced brief
<b>28 station gym (semi-permanent)</b>	<ul style="list-style-type: none"> <li>75-station movement space (gym) split into zonal areas</li> </ul>	N/A
<b>Reception</b>	<ul style="list-style-type: none"> <li>General refurbishment of reception / development of small F&amp;B offer</li> </ul>	N/A
	<ul style="list-style-type: none"> <li>1 x studio (capacity 30 persons)</li> </ul>	<ul style="list-style-type: none"> <li>2 x studios (capacity 30 persons)</li> </ul>
	<ul style="list-style-type: none"> <li>New dry change</li> </ul>	N/A
	<ul style="list-style-type: none"> <li>1 x consultation room</li> </ul>	<ul style="list-style-type: none"> <li>2 x consultation rooms</li> </ul>
	<ul style="list-style-type: none"> <li>Retain existing parking</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>

4.13 Overall the high level investment case shows an additional annual cost to the Council of c£165k over the 25 year period for the enhanced AWB improvements compared to the do minimum case. Although the investment delivers significant revenue improvements they are not enough to offset the capital repayment requirements. However, it is important to note that the do minimum does not include any future capital costs for the replacement of the semi permanent building housing the gym at this site. At some point investment will be required to address this issue if the site is to continue to operate in its current form.

4.14 The enhanced AWB investment identified in the table above shows a modest cost over the 25 year period compared to the core investment case. Taking account of operational lifecycle costs, equipment replacement costs and capital repayments the investment is expected to require an annual subsidy of c£549k overall. See Table 4 below.

4.14 The summary for Ryedale Swim and Fitness against the key criteria is below:

**Necessity**

- Existing facility requires improvement and has a semi permanent gym structure which is too small to meet demand.
- Performs well financially and usage considering current condition.
- Would enable consolidation of dry side/classes onto one site (from Lady Lumley's school) subject to agreement with the school about community access to outdoor facilities and sports hall.

**Wellbeing**

- Proposals would increase capacity to support AWB (studio and consultation space)
- Wider range of classes and programmes

- Would secure the site for the foreseeable future

## Finances

- With capital repayments the enhanced option is a negative financial position as compared to do nothing (£4.1m over 25 years)
- Without capital repayments the net improvement in operating position is £15.9m against an £10.2m investment.
- NB over a 25 year period do nothing is not a realistic option for this site given the semi permanent construction of the gym building.
- Decarb (LED and PV) result in energy saving of 74,978 kwh
- £1.13m asset condition works. £94k in scope.

**Table 4: Summary of Ryedale Swim and Fitness Financial Modelling (25 year averages and totals)**

Ryedale Swim & Fitness					
25-Year Annual Averages	Baseline - Do Minimum	Core Investment	AWB Hub Investment	Net Improvement Core vs Do Minimum	Net Improvement AWB vs Core
Income Total	£547,914	£1,250,528	£1,369,084	£702,614	£118,556
Expenditure Total	(£783,111)	(£868,628)	(£917,805)	(£85,517)	(£49,177)
Net operating position surplus / (subsidy)	(£235,197)	£381,899	£451,279	£617,097	£69,380
Lifecycle costs	(£66,940)	(£62,218)	(£62,218)	£4,722	£0
FF&E / H&F equipment costs	(£81,707)	(£138,444)	(£138,444)	(£56,737)	£0
Operating surplus / (subsidy) including lifecycle / FF&E	(£383,845)	£181,237	£250,617	£565,082	£69,380
Capital repayments	£0	(£693,518)	(£799,897)	(£693,518)	(£106,379)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£383,845)	(£512,281)	(£549,281)	(£128,436)	(£37,000)
Ryedale Swim & Fitness					
25-Year Totals	Baseline - Do Minimum	Core Investment	AWB Hub Investment	Net Improvement Core vs Do Minimum	Net Improvement AWB vs Core
Income Total	£13,697,841	£31,263,189	£34,227,095	£17,565,348	£2,963,907
Expenditure Total	(£19,577,774)	(£21,715,703)	(£22,945,121)	(£2,137,930)	(£1,229,418)
Net operating position surplus / (subsidy)	(£5,879,933)	£9,547,485	£11,281,974	£15,427,418	£1,734,489
Lifecycle costs	(£1,673,510)	(£1,555,450)	(£1,555,450)	£118,060	£0
FF&E / H&F equipment costs	(£2,042,679)	(£3,461,103)	(£3,461,103)	(£1,418,424)	£0
Operating surplus / (subsidy) including lifecycle / FF&E	(£9,596,122)	£4,530,932	£6,265,421	£14,127,054	£1,734,489
Capital repayments	£0	(£17,337,960)	(£19,997,437)	(£17,337,960)	(£2,659,477)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£9,596,122)	(£12,807,028)	(£13,732,016)	(£3,210,906)	(£924,988)

4.15 The option for a **new build facility in Malton** to replace Derwent Swim and Fitness was also assessed. The works that would be required are set out in the table below, at an estimated cost of c£26.5m.

Current facility mix (Derwent Swim & Fitness)	Core brief
4-lane 25m pool	<ul style="list-style-type: none"> <li>4-lane 25m pool with moveable floor and pool pod</li> </ul>
Sauna	<ul style="list-style-type: none"> <li>10m x 8m Teaching pool with pool pod</li> </ul>
	<ul style="list-style-type: none"> <li>Changing village with Changing Places</li> </ul>
20 station gym	<ul style="list-style-type: none"> <li>75-station movement space (gym) split into zonal areas</li> </ul>
	<ul style="list-style-type: none"> <li>2 x group exercise studios</li> </ul>
	<ul style="list-style-type: none"> <li>1 x spin studio</li> </ul>
	<ul style="list-style-type: none"> <li>Dry change</li> </ul>
	<ul style="list-style-type: none"> <li>2 x consultation rooms</li> </ul>
	<ul style="list-style-type: none"> <li>Café ('grab &amp; go' offer) and social space</li> </ul>

- 4.17 Financial modelling is shown in table 5 below, with the baseline “do minimum” case being the retention of the existing Derwent Swim and Fitness, with lifecycle investment as required. Overall the high level investment case for a new facility in Malton shows a significant additional cost over the 25 year period compared to the do minimum case. Taking account of operational lifecycle costs, equipment replacement costs and capital repayments the investment is expected to require an annual subsidy of c£2m overall, a £1.8m annual increase compared to the “do minimum” scenario.
- 4.18 This is due to the much higher capital costs required to deliver a new Active Wellbeing Hub facility in Malton compared with retaining the existing Derwent facility as assumed in the “do minimum” scenario. The investment case also has significantly higher lifecycle costs compared to the projected costs for Derwent which have been based on Sport England guidance and assumed ongoing investment in the facility to maintain it to a good standard. Although the new facility improves the revenue position by c. £134K annually, this does not fully offset the additional capital repayment, lifecycle and FF&E costs. In part this reflects the size of the catchment and the limited income generating potential of a facility in this location as a result. Investment in the Pickering site as above, with retention of Derwent, would deliver better value than a new build site in this location.

**Table 5: Summary of Derwent Swim and Fitness and new Malton AWB hub Financial Modelling (25 year averages and totals)**

Derwent Swim & Fitness vs new Malton AWB Hub			
25-Year Annual Averages	Baseline - Do Minimum	AWB Hub Investment	Net Improvement
Income Total	£422,316	£1,652,036	£1,229,720
Expenditure Total	(£546,422)	(£1,641,696)	(£1,095,274)
Net operating position surplus / (subsidy)	(£124,106)	£10,340	£134,446
Lifecycle costs	(£37,124)	(£117,516)	(£80,392)
FF&E / H&F equipment costs	(£28,901)	(£102,777)	(£73,876)
Operating surplus / (subsidy) including lifecycle / FF&E	(£190,131)	(£209,953)	(£19,822)
Capital repayments	£0	(£1,801,414)	(£1,801,414)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£190,131)	(£2,011,367)	(£1,821,236)

Derwent Swim & Fitness vs new Malton AWB Hub			
25-Year Totals	Baseline - Do Minimum	AWB Hub Investment	Net Improvement
Income Total	£10,557,904	£41,300,898	£30,742,994
Expenditure Total	(£13,660,550)	(£39,278,402)	(£25,617,852)
Net operating position surplus / (subsidy)	(£3,102,647)	£258,494	£3,361,141
Lifecycle costs	(£928,100)	(£2,937,900)	(£2,009,800)
FF&E / H&F equipment costs	(£722,529)	(£2,569,425)	(£1,846,896)
Operating surplus / (subsidy) including lifecycle / FF&E	(£4,753,275)	(£5,248,831)	(£495,556)
Capital repayments	£0	(£45,035,347)	(£45,035,347)
Operating surplus / (subsidy) including lifecycle, FF&E and capital repayments	(£4,753,275)	(£50,284,178)	(£45,530,903)

4.19 The summary for a new build facility in Malton against the key criteria is below:

#### Necessity

- Derwent facility is functional but dated.
- Capacity to deliver more from the current Derwent site is constrained with no scope to expand existing site.
- But could continue to deliver the core offer (with a wider offer at the Pickering site)
- It should also be noted there is a significant community facility in Malton (Malton Sports Centre) providing a range of dryside activity and well being programmes.

#### Wellbeing

- A new facility could deliver considerably more capacity and a full range of AWB activity.
- Fully accessible
- Potential links to other public sector/health services if on a shared site

#### Finances

- Significant capital costs, limited financial case.

- Could possibly work as a broader public sector hub project – rather than a stand alone leisure development
- From a leisure and well being perspective better value is delivered through refurbishment of the Pickering site and retention of the existing Derwent site.

#### Investment in Furniture, Fixtures and Equipment (FFE)

- 4.20 There are significant requirements for the replacement of FFE (gym and fitness equipment) across many of the leisure sites. This includes a number of sites where the equipment is extremely old and at end of life. However, across all sites it is important that this key component of service delivery is maintained, kept up to date and meets modern customer expectations. This is important to enable facilities to remain attractive and competitive and to ensure we can meet the needs of existing customers and the needs of new users.
- 4.21 It is proposed that c£2.7m is invested in FFE to deliver a phased programme of upgrades across the Active North Yorkshire sites over the next 5 years. In addition to the requirements of the 4 proposed AWB hubs above, this would include the following 12 sites.
- Northallerton
  - Scarborough Sports Village
  - Derwent Swim and Fitness
  - Tadcaster
  - Pateley Bridge
  - Bedale
  - Stokesley
  - Thirsk and Sowerby
  - Pindar
  - Richmond (Liberty)
  - (Harrogate and Knaresborough – existing equipment traded to allow for installation of consistent equipment contracts across all sites)

#### Retained sites for Lifecycle investment

- 4.22 A high level assessment of the lifecycle maintenance required for all leisure sites has been undertaken and these works will be undertaken, as required, through a planned programme of maintenance. Where appropriate, lifecycle works will be undertaken alongside any major works proposed, for example, in relation to the Active Well Being Hubs identified above.

#### Richmond Options Appraisal

- 4.23 Richmond Pool has been closed to the public since April, following a partial collapse of the wooden ceiling batons. Given the initial cost estimates for the work, alongside the potential costs for other essential works required, a full options appraisal has been undertaken to assess fully the options for the future of this site.
- 4.24 This has included consideration of usage trends, asset condition, financial sustainability and the impact of other nearby facilities, including the MOD owned leisure centre at Catterick. Community consultation has also been undertaken and the results of this are summarised in section 5 below.
- 4.25 Options assessed included:
- Option 1 – undertake essential works only and reopen the pool
  - Option 2 – undertake essential works with refurbishment of changing rooms and accessibility improvements
  - Option 3a – reconfigure the teaching pool to increase health and fitness offer

- Option 3b – reconfigure to remove both pools and increase health and fitness space and flexible space (rental/office etc)
- Option 4 – decommission and demolish
- Options 5 – disposal of the site for sale/long lease

4.26 Overall there have been some increases in usage in recent years. However, Richmond has much lower levels of usage than other council pools, in terms of both annual usage and learn to swim members. Membership and usage figures are shown below. The following trends have been identified:

- **Total throughput has fluctuated in recent years.** This is primarily due to the post-Covid closures. Despite these closures, usage of the pool recovered well in 2024/25, reaching the highest throughput across the five-year data period.
- **Swimming lesson throughput has recovered strongly from the impacts of pool closures in 2022/23 and 2023/24.** Swimming lesson throughput increased by 30.8% between 2023/24 and 2024/25, indicating positive signs of recovery following the closures in 2022/23 and 2023/24 prior to the most recent closure in April 2025.
- **The strategic importance of the site as a facility for the delivery of school swimming has diminished.** School swimming throughput was 42.8% lower than that recorded in 2019/20. It is likely that schools have found alternative venues given the operational disruption of the pool in recent years.
- **Casual swims have recovered well and there is further potential for growth.** Throughput for casual swims increased by 64.0% on the previous year to 21,686 in 2024/25. This is still below a peak of 22,767 casual swims achieved pre-COVID which suggests further potential for growth.
- Throughput for **aqua fit classes** increased significantly in 2024/25 in comparison to previous years.

	2019/20 (pre- COVID- 19)	2021/22	2022/23	2023/24	2024/25
Casual swimming	22,767	14,760	9,131	13,222	21,686
Swimming lessons	9,805	13,842	6,672	8,640	11,303
School swimming	13,039	9,293	5,316	8,730	7,455
Aquafit	1,535	1,560	1,245	1,514	2,987
Other	5,617	15,098	10,074	14,696	15,521
<b>Total throughput</b>	<b>52,763</b>	<b>54,553</b>	<b>32,438</b>	<b>47,032</b>	<b>58,952</b>

4.27 A summary of the financial accounts for 2024/25 is summarised below. It should be noted these are not directly comparable to the current operating costs as the pool was operated by Richmond Leisure Trust prior to March 2025. During this period the Council paid RLT a grant of £362k, with remaining losses coming from reserves. The net service budget for the current year is £408k. The site requires ongoing financial subsidy

	Richmond Swimming Pool	Liberty Gym	Total
Income	£338,220	£260,980	£599,200
Expenditure	(£641,183)	(£242,039)	(£883,222)
<b>Net operating position surplus / (subsidy)</b>	<b>(£302,963)</b>	<b>£18,941</b>	<b>(£284,022)</b>
Central costs	(£168,384)	(£17,424)	(£185,808)
<b>Net surplus / (subsidy)</b>	<b>(£471,347)</b>	<b>£1,517</b>	<b>(469,830)</b>

4.28 A key factor influencing demand in Richmond is the presence of Catterick Leisure Centre, a modern facility including 3 pools, swimming lessons and school swimming programme. Catterick is 2.5miles from Richmond Pool. It is owned by the MOD but has substantial community access, which has recently been increased since the closure of Richmond Pool, with opportunities to expand further. The two clubs that are based at Richmond pool have been using Catterick pool, although Richmond District ASC are also utilising pools space in Sunderland and Darlington. There is a significant learn to swim programme with capacity to expand this further.

4.29 For each of the options outlined above financial modelling was undertaken over a 15 year period, taking into account potential capital costs and revenue implications. A summary of these, alongside an assessment of service benefits and impact on users is shown below:

	Option 1	Option 2	Option 3A	Option 3B	Option 4	Option 5
Capital cost	£1.18M	£4.35M	£7.24M	£10.96M	£396.5K	£0 (sale) c. £1M (rent)
Revenue implications	<b>£7.9M</b> – 15yr total <b>£529K</b> annual average	<b>£12.3M</b> – 15yr total <b>£821K</b> annual average	<b>£13.0M</b> – 15yr total <b>£866K</b> annual average	<b>£15.8M</b> – 15yr total <b>£1.06M</b> annual average	<b>£481K</b> – 15yr total <b>£32K</b> annual average*	n/a (sale) <b>+£37.2K</b> p.a. (rent)
Service / user / AWB benefits						
Displacement of users / unmet demand						
Assumed opening	Apr 2026	Apr 2026	Oct 2026	Dec 2026	n/a	n/a

4.30 Option 1 assessed the costs of undertaking essential works to the Richmond Pool. Under this option gym equipment would also be replaced as part of the FFE programme outlined in section 4.20/4.21 above. Works proposed include:

- Works identified as urgent or required in years 0-2 in the building fabric asset condition survey
- Works identified as urgent or required 1 years 0-2 in the mechanical and electrical condition survey
- Pool plant works identified in relation to the pool filtration systems.

- 4.31 Options 2, 3a and 3b looked at various alternative configurations for the building and options for more significant capital investment. Given the capital costs and revenue implication none of these options were financially viable for the Council, nor proportionate given the levels of usage and the presence of a large alternative facility at Catterick.
- 4.32 Option 4 would result in the permanent loss of the facility and the demolition of an attractive building. Option 5 examined the market for an alternative use either as a long lease rental or sale. Whilst this could potentially provide a financial return and the productive reuse of the building, the market was uncertain, without a clear alternative use. This has the potential for a long period of uncertainty around an empty building, with subsequent costs and negative impact of the surrounding environment.
- 4.33 Overall the Richmond Leisure site is a challenging one, within the context of a large more modern leisure centre within a couple of miles of the site. This clearly impacts demand and given the capacity of Catterick this facility is likely to meet the core leisure needs of the local population. Although Richmond Pool is expected to operate more efficiently and benefit from the economies of scale benefits from being part of the larger Active North Yorkshire service, it will still require considerable ongoing subsidy.
- 4.34 However, Richmond does serve an important local population and the results from the consultation show the value placed on the facility. The site also plays an important role for local swimming clubs. It is also the case that there is not a clear alternative use for the site, market conditions and alternative uses are uncertain and could result in a lengthy period with an empty building and associated costs and community concern. Having considered carefully all of the options the recommendation is that **option one is preferred** and that essential works are undertaken to the pool to enable it to reopen as quickly as possible.

## 5.0 CONSULTATION UNDERTAKEN AND RESPONSES

- 5.1 Lets Talk Active was undertaken in 2024 and sought feedback about people's perceptions, priorities and barriers to becoming and staying active. Over 3200 people responded to the survey, around half who currently used leisure centres and half who did not. A number of factors were identified about what people valued about their facilities and also why leisure centres did not currently meet people's needs. Most commonly these include limited class availability, costs, facility issues, accessibility challenges and lack of specific programmes. When asked to rank their top priorities for improvement these were:
- Community sports facilities (73%)
  - Health and well being programmes
  - Disability and inclusive facilities.
- 5.2 The feedback from Lets Talk has informed the development of proposals for the well being hubs. Provision such as additional studio and gym space will facilitate a wider range of programming, and improvements to the physical accessibility of centres with the installation of pool pods and other access improvements. The inclusion of flexible and consultation space will also support the delivery of targeted programmes for healthy weight and long term health conditions, alongside opportunities to increase partnerships with other health providers.
- 5.3 Consultation was also undertaken in relation to the options appraisal for Richmond Pool, with over 2200 responses received. A petition is also due to be considered by Richmond Area Committee in September. These show strong feelings about the potential closure of the pool and widespread support for reopening the pool with essential repairs. Key headlines from the survey are summarised below:

- 53% (1208) used the facility at least once a week
  - 46% for general swimming / 9% swimming lessons / 7% aquafit
  - 7% sauna / 8% spectator / 5% club user / 18% gym/class
- 74% very important, 17% moderately important
- 60% drove to the facility / 32% walked
- 79% stated their activity levels were slightly lower (31%) or a lot lower (48%) since closure
- Over half had used an alternative facility (47% had not)
  - 28% Catterick / 10% Dolphin Centre / 6% Northallerton / 4% Active Life (Scotch Corner) / 3% Bedale / 2% Teesdale / 1% Thirsk
- What stopped people from using alternatives was too far (38%) / too difficult to get to (26%) / times of classes (13%) / offer not what was wanted (10%) / too expensive (9%) / didn't know about alternatives (3%)

## 6.0 CONTRIBUTION TO COUNCIL PRIORITIES

6.1 The provision of inclusive and accessible active well being facilities contributes to Council ambitions to support thriving places and ensure people are safe, healthy and living well.

## 7.0 ALTERNATIVE OPTIONS CONSIDERED

7.1 A range of alternative options have been considered as outlined in section 4 above.

## 8.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

8.1 The proposals in this report have been developed as part of the wider Strategic Leisure Programme, supported by the Council's Project Management Team and in partnership with key Council services including Finance and Property/Estates.

8.2 Successful delivery of the recommendations will be supported by relevant teams as part of the Strategic Leisure programme.

## 9.0 FINANCIAL IMPLICATIONS

9.1 Financial modelling has been undertaken in respect of each of the options set out above and summarised in the table below.

AWB Hub	Capital Cost £m	Net Revenue Saving/ (Cost) Average per annum £k
Craven Leisure Centre (Skipton)	9.90	576
Whitby Leisure Centre	9.74	164
Selby Leisure Centre	2.48	25
Ryedale Swim & Fitness (Pickering)	10.18	(165)
	<b>32.30</b>	
Additional Fee/Contingency (10%)	3.23	
<b>Total</b>	<b>35.53</b>	<b>600</b>

9.2 For the Leisure Investment Strategy proposals, in principle approval is sought for c£36m of investment in the proposed 4 sites as set out above. This is subject to further detailed work being undertaken as below.

- Funding to be approved to undertake next stage feasibility and planning work.
- Undertaking of further detailed work on costs and returns, local market and designs
- Development of a phased programme
- Individual sites will be subject to further approvals within the context of the overall financial position of the Council once further work is completed.

9.3 As highlighted within the report, and set out in the table above, each of the sites are estimated to deliver varying levels of financial return. Therefore, capital financing recommendations will be developed as part of the detailed business case approval, which is likely to be a combination of spend to save (where capital is repaid) and Strategic Capacity Unallocated reserve funding. Any borrowing requirements will be considered as part of the Treasury Management Strategy.

9.4 It is further proposed that FFE (gym and fitness equipment) of c£2.7m (up to £3m) is approved and included in the capital plan once financing options have been considered.

9.5 The preferred option for Richmond Pool is to undertake essential repairs at a cost of £1.2m, funded from the Strategic Capacity Unallocated reserve.

## **10.0 LEGAL IMPLICATIONS**

10.1 S19 of the Local Government (Miscellaneous Provisions) Act 1976 grants discretion for local authorities to provide such recreational facilities as they think fit.

10.2 Any expenditure as part of the Leisure Investment Strategy will be spent in accordance with the Council's Procurement and Contract Procedure Rules and, to the extent applicable, the Procurement Act 2023 or the Public Contracts Regulations 2015.

10.3 Any management of the leisure sites will be in accordance with the Council's Property Procedure Rules.

## **11.0 EQUALITIES IMPLICATIONS**

11.1 An EIA will be completed. However, the proposed investment will improve the accessibility of leisure centres for disabled people.

## **12.0 CLIMATE CHANGE IMPLICATIONS**

12.1 A climate change impact assessment will be completed. However, the proposed investment will improve the energy efficiency and reduce the carbon footprint of the leisure centres.

## **13.0 CONCLUSIONS**

13.1 That the Council invests in a targeted way in its leisure facilities in order to support delivery of the wider aims as set out in the Strategic Leisure Review and to ensure the long term sustainability of its facilities.

13.2 That essential works at an estimated value of £1.18m are undertaken to enable the Richmond Pool to fully reopen.

## **14.0 REASONS FOR RECOMMENDATIONS**

- 14.1 To support the delivery of the aims for Active North Yorkshire, as set out in the Strategic Leisure Review. To ensure the service can contribute towards improving health and well being and ensure participation in physical activity is accessible to everyone, whilst maintaining facilities that are financially and environmentally sustainable. The recommendations below will be considered by the Council's Executive in November, with options for Richmond Pool being considered by the Executive on 7<sup>th</sup> October 2025.

## **15.0 RECOMMENDATIONS**

The Committee is asked to note the contents of this report and approve that the following recommendations be referred to the Executive:

- i) that approval in principle is given for investment of approximately £36m in Craven Leisure and Well Being Hub, Whitby Leisure Centre, Ryedale Swim and Fitness (Pickering) and Selby Leisure and Well Being Hub in accordance with this report and subject to further detailed work being undertaken to develop the design schemes, business planning and programming and that the decision on final approval of the proposals for each site, having considered the overall financial position of the Council, be delegated to the Corporate Director of Resources, in consultation with the Corporate Director of Community Development and the Executive Member for Resources and Executive Member for Culture, Leisure & Housing.
- ii) that approval is granted for funding to develop the next stages of the business cases and design works, with funding approval to be delegated to Corporate Director of Resources in consultation with the Executive Member for Resources.
- iii) to approve investment of up to a maximum of £3m to replace the Furniture, Fixtures and Equipment (Gym and fitness equipment) for 12 additional leisure sites across North Yorkshire as a phased programme.
- iv) to approve that essential repairs are undertaken to a value of approximately £1.2m to enable Richmond Pool to reopen (to be the subject of a separate report to Executive on 7<sup>th</sup> October 2025 to enable works to commence as soon as possible).

### **APPENDICES:**

### **BACKGROUND DOCUMENTS:**

*Nic Harne*  
Corporate Director – Community Development  
County Hall  
Northallerton

Report Author – *Jo Ireland, Assistant Director (Culture, Leisure, Archives and Libraries)*  
Presenter of Report – *David Ashbridge: Head of Operations (Active North Yorkshire)*

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

This page is intentionally left blank

# North Yorkshire Libraries

## Annual review 2024-2025

Page 31



Literacy & Learning



Health & Wellbeing



Digital



Communities



Agenda Item 6

# North Yorkshire Libraries 2024-2025

1,797,332 visits to our libraries



81,898 non-library enquiries

72,942 active users

1,556

volunteers



139,681

Volunteer  
hours

1,007

individuals  
received our  
Home Library  
Service  
deliveries



7,884

Summer  
Reading  
Challenge  
participants

1,662

under 5s  
joined our  
reading  
scheme

414,230 eBook & audio book loans

920,548 magazines & newspapers

1,986,378

items borrowed



4,153 helped with  
Household Support Fund

2,313 Blue Badge  
applications supported

£150,000 grant funding  
for our new Mobile Library

107,772 hours spent on library computers

23,084 assisted digital sessions

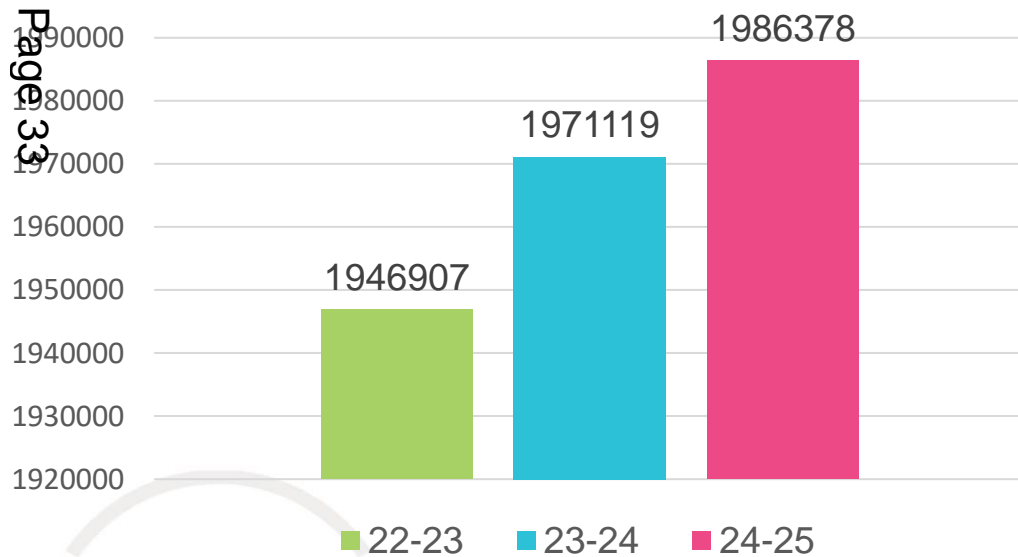


# How are we doing?

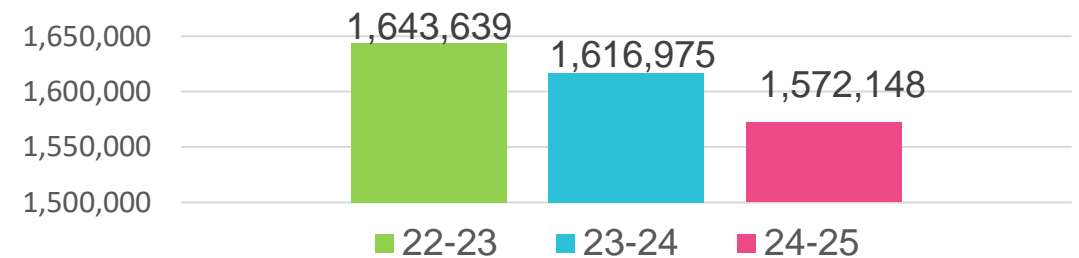
## Issues:

Stock issues continue to increase and last year reached almost 2 million. Whilst there has been a small drop in physical book issues from our libraries, but our digital offer (e-books and e-audiobooks) is performing strongly and now makes up a fifth of our overall issues.

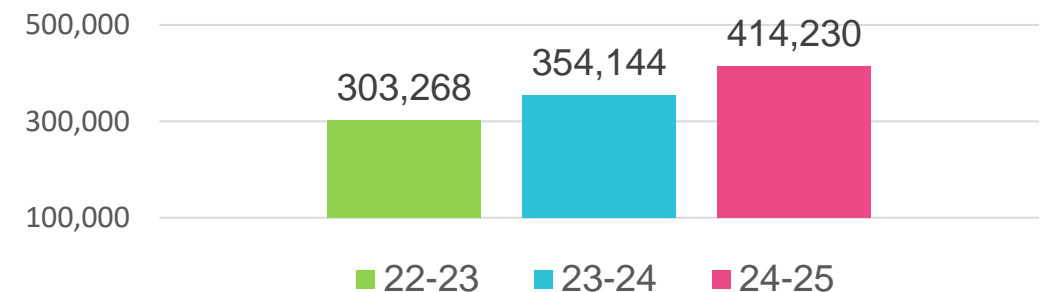
Combined physical and digital issues for books and audiobooks



Physical book issues



Digital Library issues



# How are we doing?

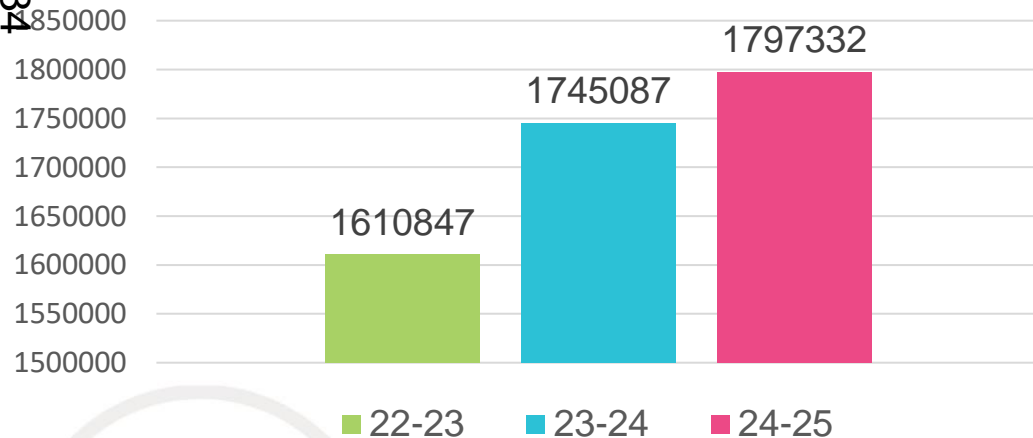
## Visits:

Libraries have evolved to be community spaces to socialise, work and study, connect and participate. 9,146 events were held last year bringing people through our doors.

Libraries are registered as Warm and Welcome spaces and host a range of partners who support the community with information, guidance and other community services.

Page 34

Annual visits to our libraries

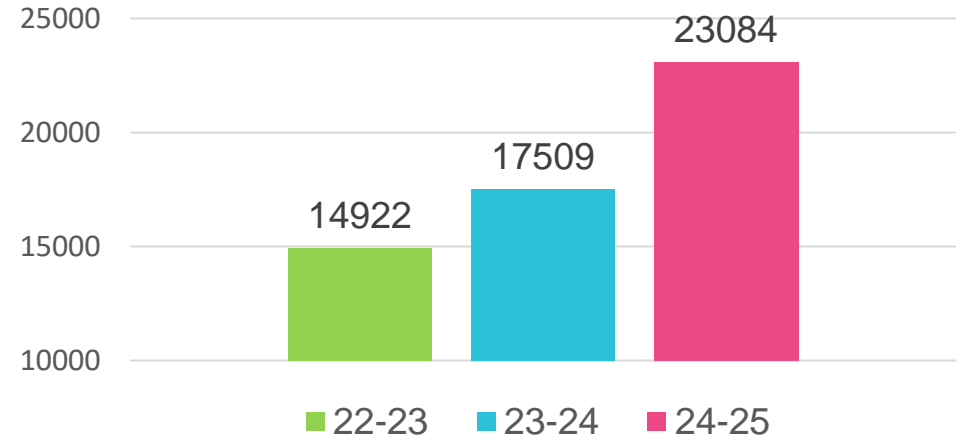


11.6%

## Assisted Digital:

The last three years have seen a significant uptake for this offer, which includes free one-to-one support to build digital literacy skills, and assistance accessing council services such as bus passes, blue badges and Household Support Fund vouchers as well as other online services.

Assisted digital sessions

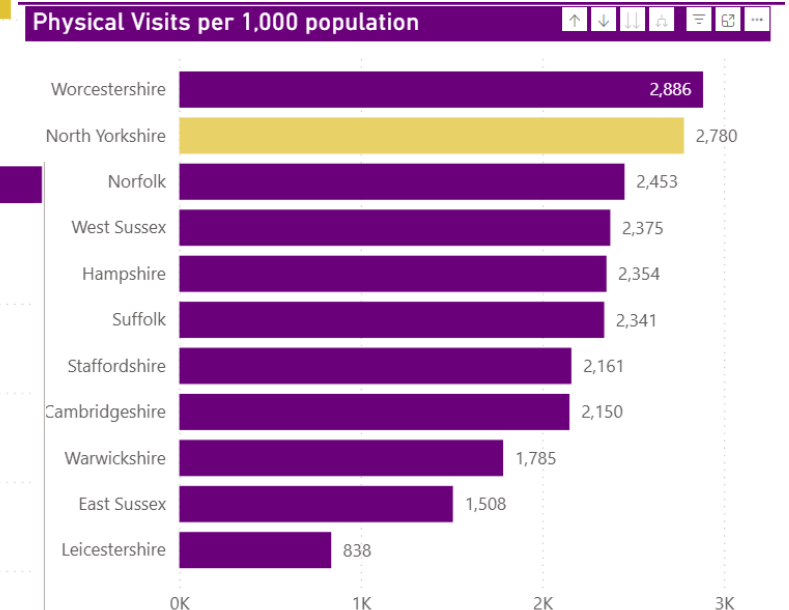
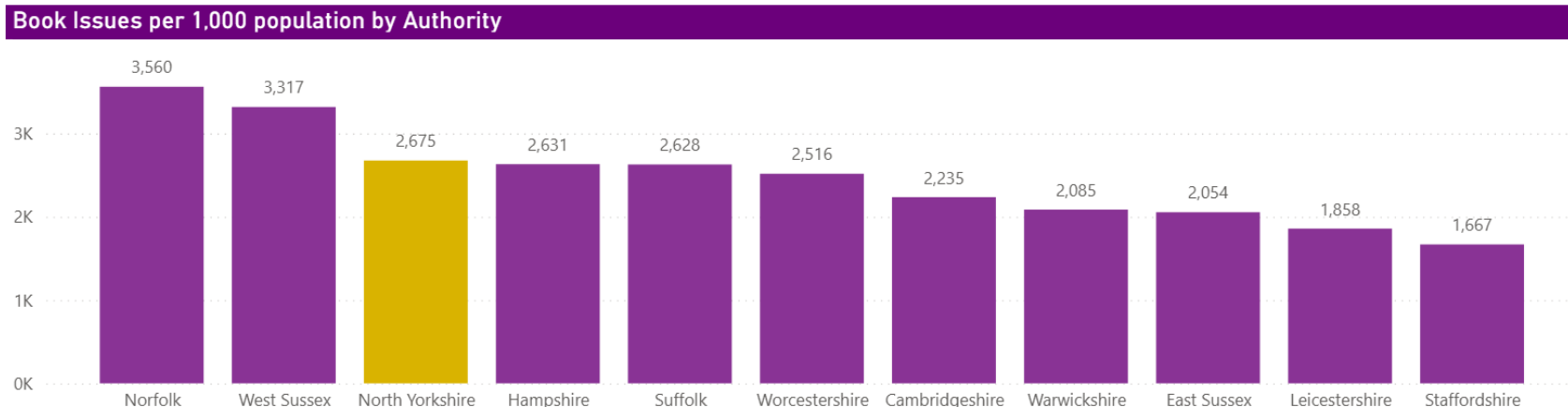
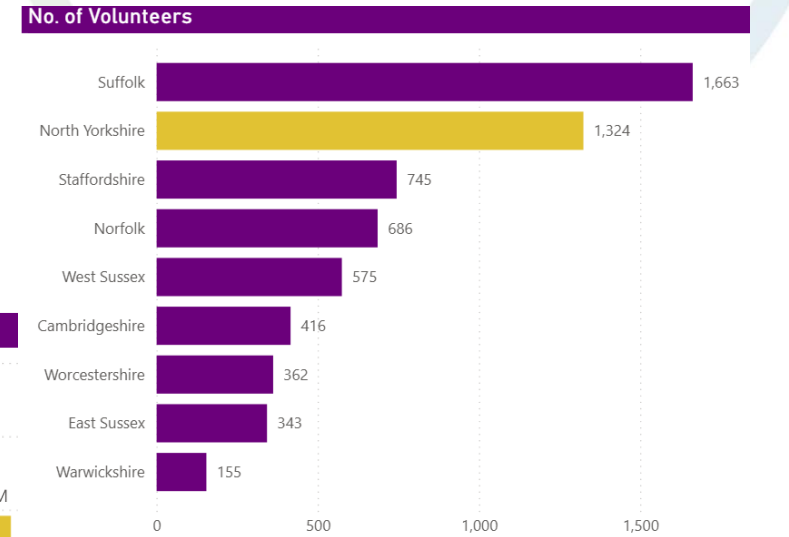
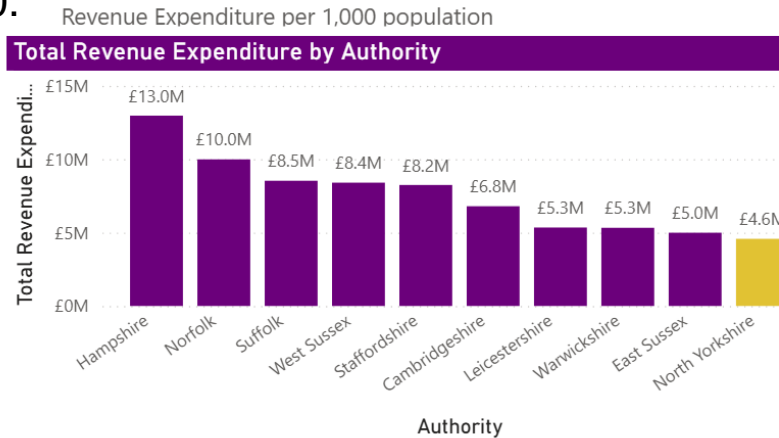


54.7%

# How do we compare to similarly sized rural authorities?

Our performance and expenditure compare favourably with our peer authorities and show us to be a high performing low-cost service. These statistics are taken from the latest CIPFA report 2023-2024 and show North Yorkshire Libraries to be the lowest cost of our peer authorities. The annual cost per head of the Library Service is around £7.60.

Despite the low expenditure, our book issues are the third highest and our physical issues are the second highest. Our number of volunteers is the second highest, reflecting our community library model.



## Literacy & Learning

**1,594** storytimes and **286** rhymetime sessions delivered supporting school readiness and family engagement.

**433** school visits connected children and young people with library resources and supported their learning.

**294** events engaged **6,211** children, including **10** led by young volunteers, as part of the Summer Reading Challenge.

**Over 400** books gifted via World Book Night through local partners including Skipton Food Bank and Scarborough MIND.

## Digital

**9** new IT volunteers recruited to offer digital support on the Mobile library, bringing IT support and access to some of our most rural communities.

**2,313** people supported to apply for a blue badge and **919** customers supported to apply for a bus pass.

**125,410** sessions on our public computers.

**23,084** assisted digital sessions delivered.

**414,230** eBooks/eAudio loaned.

## Health & Wellbeing

**Over 700** people attended events during Self-Care week ranging from breastfeeding support groups, to Parkinson's friendly chess sessions, to Dancing for Wellbeing.

**22** loanable and static blood pressure monitors launched in libraries across the county.

**3,644** families supported to access their Household Support Fund vouchers

**8,884** events across county supporting the wellbeing of our communities.

## Communities

**1,556** volunteers provided over **139,681** hours to support delivery of library services.

**9,146** events and activities were held in libraries last year, from storytimes and craft sessions to talks, coffee mornings and exhibitions.

**16** pop up archive and museum events across our libraries for Local and Community History Month attracting over **10,000** visitors.

Home Library volunteers delivered books to **1,007** customers.

# Literacy and Learning

Delivered a countywide Under 5s Week promotion and refreshed our Under 5s 'Buzzy Bees' scheme with a new look. Working with registrars, we joined 1,392 new babies to the library – an early step in fostering a lifelong love of books.

Gifted over 400 books to individuals who are hard to reach or experiencing disadvantage, through World Book Night partnerships with organisations such as Skipton Food Bank and Scarborough MIND.

Distributed 2,100 Bookstart free book packs to 3–4 year-olds in targeted settings, ensuring families most in need received quality books and resources to inspire reading.

Produced new guidance for staff and volunteers and delivered training to build confidence in engaging new readers.



Slime making during a Summer Reading Challenge event at Harrogate Library



Rhyme Time at Bentham Library



An author event with poet and comedian Kate Fox at Northallerton Library

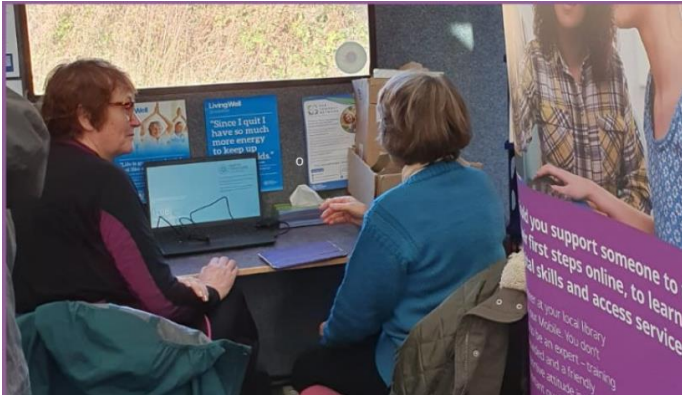


A collaborative event hosted by artist Paul Digby and poet Ian McMillan as part of the Time and Space exhibition at Selby Library

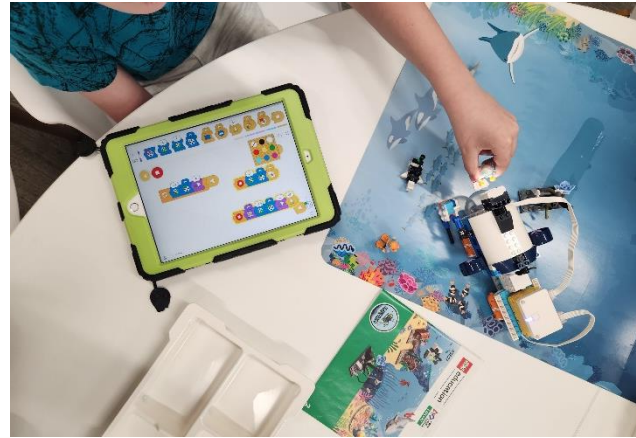
# Digital

Utilised UKSPF funding to launch one to one digital support on our Mobile Library and to purchase 16 tablets for improved digital support across our main libraries. 77 people supported on our Mobile Library since the project launched.

Page 38



One to one IT support delivered on our Mobile Library



A Lego coding session at Scarborough Library

Successfully bid for a grant-based project bringing STEM opportunities to our communities through LEGO Coding.

Promoted our free new service from the British Film Institute, offering access to high quality film archives at events such as Slipper Socials and through partnership working with Carers Plus and local museums.



Footage from Pickering Mobile library circa 2000 from the British Film Institute Replay service.



Relaunch of Wellbeing bags at Skipton Library

## Health and Wellbeing

Opened access to preventative healthcare by introducing 22 (loanable and static) blood pressure monitors to our libraries in partnership with Public Health.

Received £8,500 in funding to host 12 events gifting over 1000 pairs of slippers, supporting falls prevention. Events were attended by partners from North Yorkshire Fire Service, North Yorkshire Sport, colleagues from Culture and representatives from local organisations and charities.

Granted £3,600 from Libraries Connected to launch Unlocking Memories, a project bringing together carefully curated items to evoke memories and encourage conversation for people with memory loss.



Reading to Dogs supporting wellbeing and reading available at some libraries. Sam the Spaniel pictured here at Harrogate.



Young volunteers welcoming a Summer Reading Challenge participant.



Slipper Social at Northallerton Library

# Communities

Hosted the Black British Ballet at Scarborough Library as the first stage of a National Lottery Heritage Fund project with Libraries Connected and Oxygen Arts.



*A performance of Island Movements by the Black British Ballet at Scarborough Library*



*A Cultural Connections event at Scarborough featuring among others a Ukrainian choir, an Iraqi bagpipe player and a Syrian poet.*

Delivering a flourishing monthly Cultural Connections event; founded in Refugee Week, it brings together a diverse section of the community to celebrate with music and poetry.

*Now Then:* working in partnership with our Culture Team to deliver events as part of Selby Place.



*One of three miniature books on display at Selby Library as part of the Emergence commission taking inspiration from the local community and environment.*

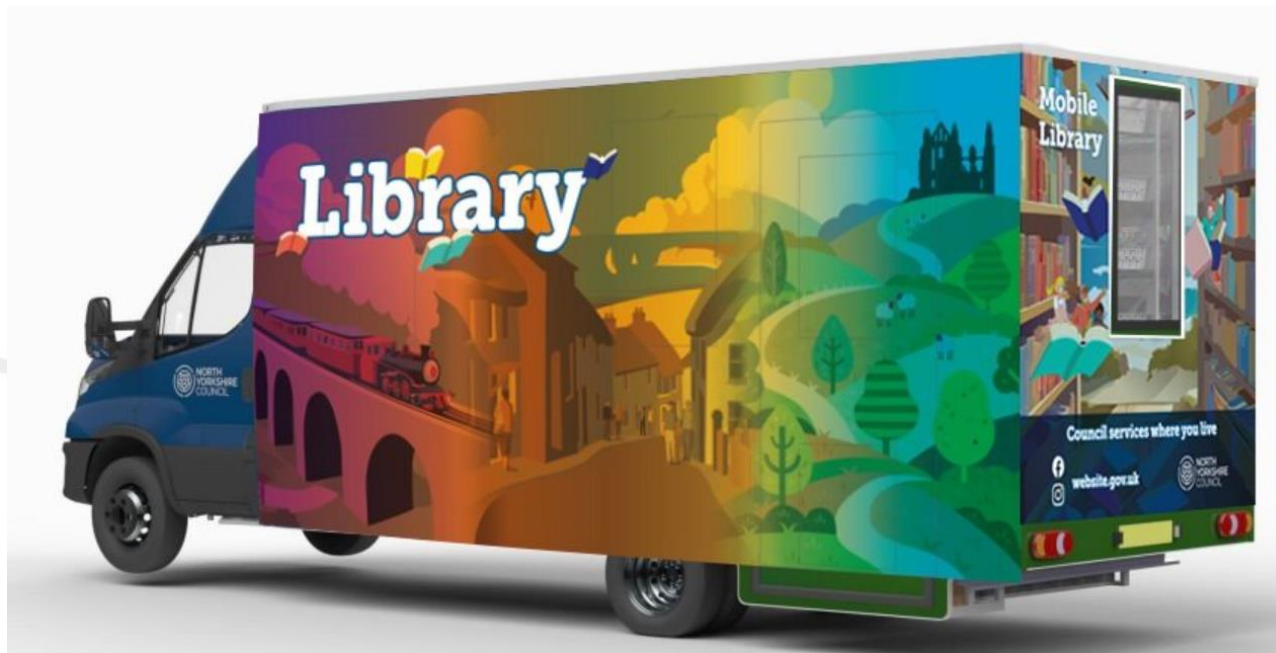
## We will continue to support the wider Council Plan 2025-29



- **Support thriving places and empowered communities that live, work, visit and do business in North Yorkshire** through our network of 43 libraries, including 31 run in partnership with local communities
- **Develop more sustainable and connected places across North Yorkshire** by supporting access to digital services and promoting digital inclusion
- **Ensure the people of North Yorkshire are safe, healthy and living well** by working with partners to provide support and information as well as spaces to meet
- **Maximise the potential of North Yorkshire's people and communities** by offering free access to books and learning opportunities to help with early speech and language development

## Looking forward.....

- Launch the new Mobile Library in 2025, visiting more communities and offering opportunities to access wider council services
- Support the National Year of Reading: 2026
- Library Strategy 2020-2030 mid-term review
- Support the development and rollout of Customer Access Points in Libraries



## Your library, your place 2020-2030

Libraries strategy  
2020-2030



## North Yorkshire Council

### Housing and Leisure Overview and Scrutiny Committee

23<sup>rd</sup> September 2025

#### Housing Revenue Account Policy Framework Update Q1 2025

Report of the Corporate Director Community Development

#### **1.0 PURPOSE OF REPORT**

- 1.1 To provide an update to the Overview and Scrutiny Committee on the progress made in delivering a harmonised Housing Revenue Account (HRA) Policy Framework.

#### **2.0 SUMMARY**

- 2.1 This report provides an update on the progress made in delivering a harmonised Housing Revenue Account (HRA) Policy Framework across North Yorkshire Council. It outlines the policies that have been developed and approved to date and highlights the alignment of this work with the Social Housing (Regulation) Act 2023 and the Regulator of Social Housing's Consumer Standards. It also sets out the plan for upcoming policy development and review and seeks the Committee's views for items to be included in its work plan.

#### **3.0 BACKGROUND**

- 3.1 Prior to Local Government Reorganisation the stockholding authorities of Harrogate, Richmondshire and Selby each had a portfolio of tenancy and property management policies, standards, and procedures. These defined the relationship between landlord and tenant and the landlord's approach to tenancy, property management and maintenance. As North Yorkshire Council came together it highlighted the need to harmonise policy across the Housing Revenue Account functions, to align with the new consumer standards in terms of Safety and Quality, Tenure, Neighbourhood and Community and to promote Transparency, Influence and Accountability. Fundamentally, to document our relationship with our customers and to outline clearly to tenants the service they can expect from North Yorkshire Council.
- 3.3 A policy framework was developed, detailing the policies to be reviewed and the priority in which they would be addressed. The framework supports greater transparency when it comes to compliance and performance monitoring. It also enables tenants and Elected Members to have new, focussed input into policy development and in-turn provide greater assurance around service delivery.
- 3.4 On 18<sup>th</sup> March 2025 Executive agreed the adoption of a HRA Policy Framework, setting out the Policies, Procedures and Standards required to deliver a harmonised landlord service to our tenants across North Yorkshire.
- 3.5 The decision report set out the need for pace and efficiency to ensure that harmonisation is achieved as soon as possible, whilst not detracting from the quality of the policy development. Therefore, approval routes were suggested and agreed, which expedite decision making and a set of policy development principles proposed to ensure that all policy development, consultation and decision reports are conducted to an agreed standard. It is prudent to regularly review progress to ensure that policy harmonisation is being conducted to those timescales and standards and that tenants and Elected Members are assured and involved in the policy direction.

## 4.0 HRA POLICY FRAMEWORK

4.1 As part of the ongoing harmonisation of housing services across North Yorkshire Council, significant progress has been made in developing and approving key policies under the Housing Revenue Account (HRA) Policy Framework. This work supports compliance with the Social Housing (Regulation) Act 2023 and aligns with the Regulator for Social Housing's Consumer Standards.

4.2 To date, several core policies have been successfully approved following consultation. These are detailed in the table below:

<b>Document Title:</b>	<b>Approved:</b>
<b>Rent Collection and Arrears Recovery Policy</b>	January 2023
<b>Allocations Policy</b>	January 2024
<b>Domestic Abuse Policy</b>	April 2024
<b>Housing Complaints Policy</b>	June 2024
<b>Housing Assistance and Disabled Facilities Grant Policy</b>	September 2024
<b>Tenancy Strategy</b>	
<b>Anti-Social Behaviour Policy</b>	April 2025
<b>Good Neighbourhood Management Policy</b>	April 2025
<b>Tenancy Policy</b>	April 2025
<b>Tenant Involvement Strategy</b>	April 2025
<b>Repairs Standard</b>	April 2025
<b>Disrepair Policy</b>	July 2025
<b>Compensation Policy</b>	July 2025
<b>Lettable Standard</b>	July 2025

4.3 Consultation methods have varied depending on the nature and scope of each policy. These have included full public consultation, full tenant consultation, tenant focus groups and presentation to the Tenant Forum. This proportionate approach ensures meaningful engagement with customers, while managing the scale of the policy review programme.

4.4 Elected Member input has also been sought on the policies through the Housing and Leisure Overview and Scrutiny Committee, including the Committee's first in depth Task and Finish Review which resulted in the Lettable Standard being reviewed and agreed in July 2025.

4.5 Work is currently underway on several important areas. The Interim Asset Management Strategy is being prepared for presentation to the Housing Improvement Board in September 2025 with a key decision expected in December 2025 alongside the Right to Buy Policy. The Tenancy Agreement is under review, with the decision date scheduled for January 2026. A Learning and Development Strategy is also being developed to ensure compliance with the incoming Competence and Conduct Standard.

4.6 The Grounds Maintenance Policy is the subject of Task and Finish Review which has recently convened for a 4<sup>th</sup> time and the revised policy is scheduled for decision in January 2026 following agreement of the Overview and Scrutiny Task Groups recommendations.

4.7 Looking ahead, the next batch of policies identified for review includes the Leaseholder Policy and the Shared Ownership Policy, both currently scheduled for decision in March 2026. These policies will further support the council's commitment to delivering consistent, high-quality housing services across North Yorkshire. The work plan is detailed in the table below:

<b>Document Title</b>	<b>Target Approval Date:</b>
<b>Right to Buy Policy</b>	December 2025
<b>Interim Asset Management Strategy</b>	December 2025
<b>Learning and Development Strategy</b>	January 2026
<b>Grounds Maintenance Policy</b>	January 2026
<b>Tenancy Agreement</b>	January 2026
<b>Leaseholder Policy</b>	March 2026
<b>Shared Ownership Policy</b>	March 2026
<b>Mutual Exchange Policy</b>	March 2026

- 4.8 By completing the above, the service will have achieved the aim of harmonising all high priority policies by March 2026, ensuring that the foundational elements of the HRA Policy Framework are in place and operational. This timeline reflects the strategic importance of policy harmonisation in improving service delivery, tenant engagement, and regulatory compliance.
- 4.9 The remaining policies will be harmonised and agreed prior to April 2027 in line with the commitment within the Housing Improvement Plan:

<b>Document Title:</b>	<b>Target Approval Date</b>
<b>Communal Space Policy</b>	30/07/2026
<b>Decoration and Disturbance Policy</b>	30/07/2026
<b>Maintenance of Shared Spaces Policy</b>	30/07/2026
<b>Pets Policy</b>	30/09/2026
<b>Tenancy Sustainment/ Financial Inclusion Policy</b>	30/11/2026
<b>Social Inclusion and Accessibility Statement</b>	30/11/2026
<b>Regeneration Clearance Allocation Policy</b>	30/01/2027
<b>HRA Garage Tenancy Agreement</b>	30/01/2027
<b>HRA Garage Tenancy Policy</b>	30/01/2027
<b>Housing Fees and Charges Policy including Recharges</b>	30/03/2027

- 4.10 Alongside the harmonisation of policy there is also need to review the effectiveness of policies once implemented and on an ongoing basis. This is to ensure that any changes in policy are delivering the expected service outcomes and that the policies remain reflective of tenant voice and regulatory expectations. Also, for any changes in legislation or best practice to be incorporated. Where gaps or unintended consequences are identified, policies will be revised in consultation with tenants and elected members to maintain transparency and accountability.
- 4.11 Each policy will be assessed against a set of performance indicators, including operational metrics, tenant feedback and compliance with the Consumer Standards. These reviews will be informed by both quantitative data and qualitative insights gathered through tenant engagement, complaints analysis and internal service performance reviews.
- 4.12 This commitment to ongoing review reinforces the council's ambition to become an exemplar social landlord, ensuring that policies are not only well-designed, but also effective, inclusive and responsive over time.
- 4.13 The table below details the policies currently scheduled for a review.

Document Title:	Target Review Date
Housing Complaints Policy	March 2026
Lettable Standard	July 2026
HRA Compensation Policy	July 2026
Domestic Abuse Policy	April 2027

## 5.0 NEXT STEPS

- 5.1 The service will continue to harmonise the remaining policies as identified above, in line with the commitment in the Housing Improvement Plan. Each policy will be developed using the agreed principles of consultation, transparency and quality assurance.
- 5.2 Tenant involvement will remain central to the policy development process. Engagement will continue through the use of tenant forums and focus groups to gather lived experience and feedback, alongside surveys and consultation platforms to reach a broader audience. Targeted engagement with specific groups will ensure inclusivity and representation. This approach ensures that policies are not only compliant but also reflective of tenant priorities and expectations.
- 5.3 Elected Members will continue to play a key role in shaping and scrutinising policy development. The Housing and Leisure Overview and Scrutiny Committee will continue to receive reports prior to decision and are able to conduct more detailed Task and Finish Reviews where appropriate or where identified. This ensures democratic oversight and alignment with council priorities.
- 5.4 To support the incoming Competence and Conduct Standard, a comprehensive Learning and Development Strategy is being developed. This strategy will define core competencies for housing staff, establish mandatory training, promote a culture of continuous improvement and accountability and ensure staff are equipped to deliver harmonised services consistently.

## 6.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 6.1 Harmonisation of the HRA Policy framework aligns with the council priority : To ensure that our council housing stock remains decent and continues to improve, with an ambition to become an exemplar social landlord. The harmonised policy framework supports this ambition by promoting consistency, transparency and high standards across all housing services, ensuring that the Council not only meets regulatory requirements, but leads in service excellence.

## 7.0 FINANCIAL IMPLICATIONS

- 7.1 There may be financial implications of adoption of some of the policies within the framework and these are being identified to consultees, including the Executive Member on a case by case basis as part of the policy drafting, consultation and sign off elements of the policy development checklist.

## 8.0 LEGAL IMPLICATIONS

- 8.1 It is a requirement of the Regulator of Social Housing Transparency, Influence and Accountability standard for a Registered provider, 'to provide tenants with accessible information about tenants' rights in respect of registered providers' legal obligations and relevant regulatory requirements that registered providers must meet in connection with the homes, facilities or landlord services they provide to tenants' and 'to take tenant's views into account in their decision making about how landlord services are delivered and communicate how tenant's views have been considered.'

8.2 Therefore, having an agreed, transparent HRA Policy Framework covering all aspects of our homes, facilities and landlord services with clear lines of decision-making authority, auditable development processes and timescales for review with policy development and consultation principles is best practice and allows us to meet the requirements of the Regulator and for the benefit of our tenants.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 There may be equalities implications of adoption of some of the policies within the framework and these are being identified to consultees, including the Executive Member on a case-by-case basis as part of the policy drafting, consultation and sign off elements of the policy development checklist.

## **10.0 PERFORMANCE IMPLICATIONS**

10.1 Developing a comprehensive and effective suite of harmonised policies is helping to ensure statutory and regulatory compliance, improved service delivery and greater transparency.

10.2 It empowers staff and enables them to understand what information they are required to gather to inform decision-making. It also sets out the boundaries with regard to discretion around decision-making. The benefits of improvements to policies such as the Compensation Policy are already being felt. The Housing Ombudsman Service will always check that policy has been followed during an investigation and any failure on behalf of the Housing Service to apply policy in a fair and transparent way could result in a finding of maladministration and associated reputational damage.

10.3 The policy framework is also structured to directly link to coherent operational procedures, providing a clear compliance thread and support to consistent service delivery. This will provide greater clarity to both officers and regulators and will involve both the migration of existing procedures and development of new procedures over time.

10.4 All of this development will result in improved performance with the clarity of process and procedure there will be resulting efficiency in decision making and complaints performance. The policy development principles and tenant engagement will lead to the tenant voice being better reflected in policy directions and therefore an increased in tenant empowerment and satisfaction indicators.

## **11.0 CONCLUSIONS**

11.1 The report provides an update on the progress made in delivering a harmonised Housing Revenue Account (HRA) Policy Framework across North Yorkshire Council. It outlines the policies that have been developed and approved to date and highlights the alignment of this work with the Social Housing (Regulation) Act 2023 and the Regulator of Social Housing's Consumer Standards. It also sets out the plan for upcoming policy development and review and seeks the Committee's views for items to be included in its work plan.

## **12.0 RECOMMENDATION(S)**

12.1 The Committee is asked to note the progress made to date in delivering the harmonised Housing Revenue Account Policy Framework and indicate which items they would like to see included in their work programme for review and/or co-production.

Nic Harne  
Corporate Director – Community Development  
County Hall  
Northallerton  
15 September 2025

Report Author & Presenter – Vicky Young, Service Improvement Manager

**APPENDICES:** None

**BACKGROUND DOCUMENTS:**

[Social Housing \(Regulation\) Act 2023](#)

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

## North Yorkshire Council

### Housing and Leisure Overview and Scrutiny Committee

23 September 2025

#### Housing Improvement Monitoring Q1 2025

Report of the Corporate Director Community Development

#### 1.0 PURPOSE OF REPORT

- 1.1 To provide an update to the Overview and Scrutiny Committee on the progress made in delivering the Housing Improvement Strategy and the Improvement Plan.

#### 2.0 SUMMARY

- 2.1 This report provides an update on the progress made in delivering the Housing Improvement Strategy and Improvement Plan. It outlines the key areas of work and outputs achieved within the first Quarter of 2025/26 through extracts from the Housing Improvement Plan. It also brings together the Landlord Services Tier One Performance Supplement – Quarter One (**Appendix A**), the Regulatory Compliance Risk Assessment extracted from the Corporate Risk Register (**Appendix B**) and the Tenant Satisfaction Measures Quarter One report (**Appendix C**)

#### 3.0 BACKGROUND

- 3.1 In response to the C3 Regulatory Judgement issued by the Regulator for Social Housing (RSH) to North Yorkshire Council in September 2024 a Housing Improvement Strategy and Improvement Plan were developed to support the Council on its journey towards compliance.
- 3.2 The Housing Improvement Strategy sets out the longer-term roadmap for developing Landlord Services at North Yorkshire Council. It serves as the overarching document and as our commitment to tenants, leaseholders and other stakeholders such as the Regulator for Social Housing on what we intend to deliver and what outcomes should be expected.
- 3.3 The Improvement plan provides the broad strategic framework for change and is split into 7 separate workstreams that focus on:
- Governance and Oversight
  - Understanding Stock Quality
  - Keeping Homes Safe and Compliant
  - Understanding Tenants and Responding to Diverse Needs
  - Effective Repairs and Maintenance
  - Working with other to ensure safe neighbourhoods.
  - Allocating homes fairly and Managing Tenancies
- 3.6 A Performance Framework has also been developed to sit alongside the Strategy. The performance framework is designed to build assurance in the data that underpins the key performance indicators and support the business on its journey towards compliance. It is for use by services that deliver the Housing Revenue Account services (Housing Standards and Housing Management primarily); however, will also apply to those services providing support to these teams, namely Complaints, Strategy and Performance and Customer Services when dealing with housing related issues.

## 4.0 HOUSING IMPROVEMENT PLAN AND STRATEGY UPDATES

### 4.1 Governance and Oversight (Table 1)

4.1.1 Work within this theme of the plan has developed at pace during Q1 2024/26. The fundamentals of governance for the Improvement Board have been put in place with the Board established, Terms of Reference agreed and membership confirmed. Further to that the Housing Improvement Plan was agreed by Executive on 15<sup>th</sup> April and the Housing Improvement Strategy agreed by Executive Member for Culture, Arts and Housing on the 9<sup>th</sup> July, both following consultation with involved tenants and discussion with the RSH.

4.1.2 A performance framework has been developed and was agreed in tandem with the Housing Improvement Strategy in July 2025. However, the target completion date for this was pushed back to October 2025 to allow for a full cycle of performance reporting, ensuring that the process is properly in place and can become business as usual activity

4.1.3 In order to provide further clarity and assurance on our data, a Data Governance Manual is being developed, facilitated by our consultants on this programme, Savills. Staff workshops are scheduled to take place during Quarter 2 and the action is on track for an October 2025 completion.

4.1.4 Action 1.4 has progressed well since the recruitment of a Housing Policy and Strategy Officer in March 2025. In Quarter 1 the following high priority policies have been harmonised and agreed following consultation:

- Anti-Social Behaviour Policy
- Good Neighbourhood Management Policy
- Tenancy Policy
- Tenant Involvement Strategy
- Repairs Standard
- Disrepair Policy
- Compensation Policy
- Lettable Standard

4.1.5 The policies have been harmonised following the newly agreed policy development principles involving consultation principles which help to ensure that tenant voice is heard throughout policy development. The following policies are currently in review and expected to conclude within Quarter 3 and 4;

- Right to Buy Policy
- Interim Asset Management Strategy
- Grounds Maintenance Policy
- Tenancy Agreement
- Leaseholder Policy
- Shared Ownership Policy
- Mutual Exchange Policy
- Learning and Development Strategy

- 4.1.6 The Learning and Development Strategy is one action which has been rescheduled, originally due July 2025. This is to enable the final strategy document to reflect the incoming Competence and Conduct Standard which is due from Government in Autumn 2025. In the meantime, a Learning and Development Strategy Action Plan has been drafted and presented to the Housing Improvement Board in July 2025 outlining what activity will be taking place in lieu of a strategy being agreed.
- 4.1.7 Overall this theme remains broadly on track with clear expectations and outcomes on the remaining open actions.

Table 1

Code	Action	Target date	Status	Revised Target
1.1	Establish a Housing Improvement Board to oversee improvements set out in the "C3" Regulatory Judgment Published September 2024, to deliver the expected outcomes of the RSH consumer standards, accountable to the CMT, Scrutiny Committee and the Executive	Feb-25	Complete	
1.2	Develop and implement comprehensive Performance Reporting framework including suite of KPIs, reporting frequency, targets/dates for improvement and governance pathway.	Apr-25	On Track	Oct-25
1.3	Develop Housing Data Governance Manual and associated action plan to ensure sustained data quality across key datasets	Oct-25	On Track	
1.4	Develop schedule to harmonise policies in all areas of the consumer standards and approve policies in line with schedule	Mar-27	On Track	
1.5	Develop and implement the learning and development strategy to meet requirements of the Competence and Conduct Standard and briefing plan for regulatory response	Jul-25	On Track	Jan-26

## 4.2 Understanding Stock Quality (Table 2)

- 4.2.1 Actions within this theme of the plan have progressed well during Quarter One. The cornerstone of our understanding of stock quality is the completion of our stock condition survey programme (Action 2.1). The target of the programme is to have completed detailed HHSRS Stock Condition Surveys (SCS) on 50% of our housing stock by March 2026 and 100% (c.8500 dependent on stock movement) by September 2026.
- 4.2.2 The programme suffered some initial delays due to the onboarding of external contractors (Align Property Partners and Gleeds) alongside recruitment of internal surveyors. In March 2025 the service were able to report that all relevant officers had received the appropriate training to conduct stock condition surveys (Action 2.4) and that the changes had been made to the staff training matrix to ensure that all new staff are required to undergo the same as part of their induction, moving that into business as usual.
- 4.2.3 As at June 2025 the service were able to report progress of 60% against the forecast at that point however have subsequently reported that they expect to be on back on track by the end of Quarter Two to achieve the target of 50% of all surveys completed by March 2026.
- 4.2.4 Further work will be needed to target those properties where access is being restricted by the tenant and engagement with the Housing Management teams will be necessary to identify the reasons behind the restriction and to facilitate completion of the required surveys by September 2026.
- 4.2.5 An electronic survey form was developed so that surveyors may complete the on-site survey on tablet devices and that information is visible to the Housing Standards team in the back office. This data will be used to calculate each property's compliance with the Decent Homes Standard and enable North Yorkshire Council to submit its annual statutory return in this matter. The current

solution for this is a manual process which is a heavy administrative task however, an automated system process is being developed to enable reporting by Quarter Four.

4.2.6 The SCS data will also be used to inform the Stock Investment Plan (Action 2.2) which is scheduled for January 2027. The system development work to ensure the data is transferred into the asset management system (Planon) is scheduled for December 2025.

4.2.7 In the meantime an Interim Asset Management Strategy (Action 2.3) is being drafted to outline the position on surveying, validation and compliance, this is due to be reported to the Housing Improvement Board in September 2025.

4.2.8 Underpinning each of these actions and critical to the understanding of our stock quality is the implementation of a new asset management system, a single system for the management of all stock data and for the management of repairs and maintenance. Phase One (internal repairs) of the project went live on 31<sup>st</sup> March 2025 and Phase Two (external repairs, voids, customer launch) went live, ahead of schedule, on 9<sup>th</sup> June 2025.

4.2.9 A development plan for the further development and integration of Planon as our full asset management solution has been developed. This includes:

- configuring Planon to receive stock condition and health and safety compliance data and associated reporting, including Decent Homes reporting.
- developing Planon to deal with Planned Preventative Maintenance scheduling
- integrating the Planon system with the corporate finance system
- Automating customer communications directly from the system in respect of repairs and maintenance scheduling and appointments.

Table 2

Code	Action	Target date	Status	Revised Target
2.1	Carry out stock condition surveys across entire housing stock: 50% March 2026 100% September 2026	Sep-26	On Track	
2.2	Stock investment plan developed from robust stock data	Jan-27	On Track	
2.3	Review / produce Asset Management Strategy including setting out policy positions on surveying, validation and compliance and receive assurance on associated procedures	Sep-25	On Track	
2.4	Deliver staff training on SCS and HHSRS process	Sep-25	Complete	
2.5	Implement new asset management system	Jan-27	On Track	

4.2.10 Overall this theme remains broadly on track however it is recognised that most of the actions have long target completion dates and therefore increased short term monitoring is required. The Housing Improvement Board receive detailed monthly updates on the Stock Condition Survey Programme.

### 4.3 Keeping Homes Safe and Compliant (Table 3)

4.3.1 Progress on this theme in Quarter One has been significant however it should be noted that the scale of the data challenges that the service continues to face has led to several of the actions being re-profiled, once initial work to understand the scope of the challenges had been undertaken.

4.3.2 In terms of establishing a baseline position on safety and compliance with regulatory requirements, Operational Guidance and Management Plans (Action 3.1) have been drafted for the 'Big 7' Health and Safety areas (Electrical, Gas, Fire, Asbestos, Lift Safety, Legionella and Damp and Mould). In

Quarter One 6 of the 7 plans were approved with the Damp and Mould documents pending. The documents have been circulated to relevant staff and are being used to inform development of the Tier 2 Performance Dashboard which will provide management information to enable better oversight of health and safety compliance.

- 4.3.3 To provide further assurance on our health and safety compliance a data review was commissioned from Savills, to take place in Quarter One with a target completion date of June 2025. However, due to competing resources and the implementation of Planon taking priority, this action was reprofiled to have a December 2025 completion date.
- 4.3.4 Electrical safety inspection compliance is one of those areas where our data gap has been more pronounced. The storage, retrieval and extraction of data from electrical inspection certificates (EICR) undertaken by legacy authorities were all problematic meaning that the service were unable to report on compliance in this area with assurance in respect of inspections prior to 2023.
- 4.3.5 In Quarter One an AI exercise to read those legacy documents has been undertaken by colleagues in Technology and a huge amount of data retrieved which should help the service now to better understand that legacy position.
- 4.3.6 Operationally performance for valid EICRs sat at around 50% in Quarter One. Significant amount of resource was diverted away from the EICR programme to deal with an increased volume of electrical repairs arising from stock condition surveys.
- 4.3.7 It is anticipated that the Social Housing Decarbonisation Fund (Wave 3) Programme will boost compliance in this area as it targets circa 900 homes (10% of our stock).
- 4.3.8 Fire Risk Assessments (FRA) is an area where the initial action to address the backlog and outstanding assessments (Action 3.4) is now complete however ongoing monitoring of performance is a priority as the team seek to address all remedial actions and pursue an ongoing programme of assessments and reassessments. FRA performance in Quarter One stood at 100% for testing and saw a reduction in outstanding remedial actions.
- 4.3.9 Completion of Water Hygiene (Legionella) assessments (Action 3.5) is another action which has been re-profiled in Quarter One. This was due to recognition of capacity constraints within the in-house trade teams once the scale of the outstanding assessments was fully understood. As a result, our external contractor was engaged to carry out the remedial works. The service has since reported that all outstanding assessments and remedial actions will complete in Quarter Two.
- 4.3.10 Action 3.6 regarding outstanding Asbestos inspections and remediation was also rescheduled in May 2025. Appointment of a single contractor for all asbestos works brought the programme into focus and therefore Housing Improvement Board took the decision to extend the delivery date for this action to November 2025. The decision was taken in recognition that all communal areas of Level One buildings was complete.
- 4.3.11 The service is on track to have fully compliant asbestos management plans in place for all Level One, Two and Three properties and to be fully compliant in terms of communal areas by October 2025.
- 4.3.12 Regarding asbestos management, the Lettable Standard was reviewed in Quarter One to include policy direction that where practicable all asbestos will be removed from properties internally at void and external removal works e.g. roofs and guttering will be captured and built into capital works. Therefore, reducing the level of asbestos within our stock which is subject to ongoing monitoring.
- 4.3.13 To support all the above work to ensure compliance in our management of housing stock a staff training matrix has been developed with the support of colleagues in Human Resources for all career graded posts to ensure that training requirements are met and maintained, this is being addressed through individual development plans.

Table 3

Code	Action	Target date	Status	Revised Target
3.1	Big 7 management plans compiled and implemented	May-25	On Track	Aug-25
3.2	Data Review to confirm accuracy of compliance data complemented by SCS	Jun-25	On Track	Dec-25
3.3	Electrical safety inspections - complete programme to ensure all properties have an EICR within 5 years and report on progress with remediation works in KPIs	Mar-27	On Track	
3.4	Fire risk assessments - complete all outstanding assessments (and reassessments) and report on progress with remediation works in KPIs	Jul-25	Complete	
3.5	Water Hygiene - Complete all outstanding assessments, record evidence of assessments and report on progress with remediation works in KPIs	Jul-25	On Track	Sep-25
3.6	Asbestos - Identify and complete outstanding assessments and report on progress with remediation works in KPIs	Jul-25	On Track	Nov-25
3.8	Training matrix and plan compiled and scheduled for landlord compliance framework	Mar-25	Complete	

4.3.14 After the re-profiling activity this theme remains on track for the majority of actions to be complete by Quarter Three. Ensuring that these activities transfer from action plan to business as usual and that these processes are embedded in service delivery is critical to the success of the Improvement Plan.

4.3.15 Delivery of the safety and compliance elements of the Improvement Plan are referenced in the Corporate Risk Register (Appendix B).

#### 4.4 Understanding Tenants and Responding to Diverse Needs (Table 4)

4.4.1 Initial progress on this theme was accelerated as actions where progress was within the gift of the service and where statutory requirements were progressed at pace and items such as complaints self-assessment (Action 4.5), annual reporting (4.4, 4.6) and complaints handling process management (4.7) have been incorporated into business as usual activity. Whilst work is required to ensure that these improvements have been embedded and continue to be compliant these actions are completed.

4.4.2 A key component in our understanding of tenants is the engagement activity we undertake. In Quarter One a Tenant Engagement Strategy was agreed, setting out how we will work together with tenants in policy and service review and the opportunities for tenant involvement and scrutiny. In April 2025 our refreshed Tenant Forum and Tenant Scrutiny Panel both met for the first time.

4.4.3 Where actions remain open in this theme (Actions 4.1, 4.2) there is a slightly longer target date of April 2026, further support and resources are required from colleagues in Corporate Services and from external consultants.

4.4.4 In terms of understanding current tenant data and holding up to date information on those within our households (Action 4.1), progress has been made in aligning the data fields in the three different tenancy management systems to ensure that data held across the three can be collated and analysed.

4.4.5 However, gaps in our tenant data remain, along with an agreed process for keeping tenant information up to date. The service has since received agreement from the Housing Improvement

Board to commission an external partner to undertake a tenant census exercise to collect up to date tenant profile information.

4.4.6 The information collected in the census exercise will be used to further our understanding of tenants, their needs and how we might shape our services in response (Action 4.2). In addition to the above, a new system for case management of anti-social behaviour (ASB) reports was implemented in May 2025. This is a huge step forward for the Housing Management Teams allowing all access to case management. Further work is required to develop reporting from the system to allow a management view of equity of service outcomes in respect of ASB and hate crime.

4.4.7 Further information regarding fairness and equity of service outcomes will come from the implementation of a new corporate complaints handling system, due for implementation in Quarter Three 2025/26. The new system will record equalities data and will include a survey of satisfaction on the closure of complaints.

Table 4

Code	Action	Target date	Status	Revised Target
4.1	Complete project to understand current data and collect consistent information on tenants and keep up to date	Apr-26	On Track	
4.2	Demonstrate understanding of tenants needs and fairness and equity of service outcomes (reporting by protected characteristics, tenure, location etc)	Apr-26	On Track	
4.3	Establish new framework for tenant engagement, including scrutiny opportunities and develop the tenant involvement strategy and how it will be evaluated	Apr-25	Complete	
4.4	Produce annual complaints performance and service improvement report	Jun-25	Complete	
4.5	Address actions arising from self-assessment with Housing Ombudsman Complaints Handling Code	Sep-24	Complete	
4.6	Establish systemic process for learning from complaints handling (will feed through to annual complaints report)	Jun-25	Complete	
4.7	Deliver staff training in complaints handling	Apr-25	Complete	

4.4.8 Overall progress against open actions within this theme remains on track and their completion will result in a much greater understanding of our tenant profile, however it is fair to say that complete assurance in this theme will be a much longer-term aim. In Quarter One a project was initiated to harmonise the tenancy management system, reducing from the three legacy systems to one incorporating ASB, Domestic Violence and tenancy case management. Integration of that new system with the complaints system and corporate CRM is the desired position, alongside exploration of other potential integrations council wide, to ensure an enhanced understanding of our customers, their diverse needs and equity of outcomes.

#### 4.5 **Effective Repairs and Maintenance (Table 5)**

4.5.1 The Effective Repairs and Maintenance Theme is one in which the identified actions were completed relatively early in the improvement planning process. The review of current contracts (Action 5.1) was completed in April 2025 and a forward plan agreed with Procurement to ensure future contract reviews are programmed in.

4.5.2 The other action within this theme to develop a revised adaptations policy (Action 5.2) was completed with adoption of the Housing Assistance and Disabled Facilities Grant Policy by Executive in September 2024.

4.5.3 However, other work in this area, which was not included in the plan, has progressed in Quarter One;

- Adoption of a harmonised Repairs Standard.
- Convergence to a single Repairs and Maintenance System.
- Online form developed for tenants to report repairs at their convenience.
- Tenant web pages updated.
- Management reports defined and planned into Planon development plan.

Table 5

Code	Action	Target date	Status	Revised Target
5.1	Review current contracts and procurement to ensure effective long term planning and identify efficiencies	Apr-25	Complete	
5.2	Develop revised adaptations policy and procedure	Sep-24	Complete	

4.5.4 Although this theme is marked as complete Housing Improvement Board have taken the decision to retain oversight of this area in recognition that there is further work to develop in this area which will be included in the next iteration of the Improvement Plan.

#### 4.6 Working with Others to Ensure Safe Neighbourhoods. (Table 6)

4.6.1 This theme has seen some early movement with adoption of the Domestic Abuse Policy (Action 6.4) and the Anti-social Behaviour Policy (landlord services) (Action 6.3). Adoption of the latter has also been supported by the introduction of new case management software in Quarter One ensuring that data is captured consistently, supporting effecting reporting mechanisms.

Table 6

Code	Action	Target date	Status	Revised Target
6.1	Create register of all HRA communal land.	Sep-26	Not started	
6.2	Create a register of all shared spaces. Engagement plan for shared spaces landowners and residents to develop service standards.	Mar-27	On Track	
6.3	Develop ASB policy capturing reporting mechanisms and timescales for investigation	Apr-25	Complete	
6.4	Develop policy and associated training on domestic abuse	Sep-24	Complete	

4.6.2 The remaining open actions in this theme (Action 6.1, Action 6.2) have longer term target achievement dates. However, some initial scoping work has taken place to ascertain what is required to achieve completion and any corporate resources required.

#### 4.7 Allocating Homes Fairly and Managing Tenancies (Table 7)

4.7.1 The final theme in the Housing Improvement Plan includes several large system projects surrounding our allocation and management of tenancies.

4.7.2 Quarter One saw the adoption and implementation of the NYC Tenancy Strategy and the NYC Tenancy Policy, both foundational documents upon which further policy development can stem from. The NYC Tenancy Agreement is one such document, this will be reviewed and agreed in Quarter Four.

- 4.7.3 Quarter One also saw the implementation of the harmonised Allocations Policy and move to a single system for Choice Based Letting, this involved the onboarding of all applications from the former Harrogate Borough Council lettings areas and convergence of back-office processes across the Housing Allocations Team. This was a huge achievement for the team and is now embedded.
- 4.7.4 One of the open actions within this theme 'Gain assurance on compliance with the Rent Standard' (Action 7.3) was due to complete in Q1 however, due to Veritau (internal auditors) being unable to meet the agreed timescales the action became 'at risk of delay'. Housing Improvement Board have subsequently agreed to the rescheduling of this action to October 2025 and the approval of an external review of our compliance.

Table 7

Code	Action	Target date	Status	Revised Target
7.1	Develop tenancy strategy and policy including tenancy sustainment and eviction process and reporting	Apr-25	Complete	
7.2	Review service charges to ensure clear policy, consistent charges, management in a fair and transparent manner and effective communication to tenants	Mar-26	On Track	
7.3	Gain assurance on compliance with the rent standard	May-25	On Track	Oct-25
7.4	Review leaseholder policy and processes to provide consistency across the county, including shared ownership and resident consultation	Jun-26	On Track	

- 4.7.5 The remaining open actions within this theme are the Review of Service Charges (Action 7.2) and the Review of Leaseholder Policy (Action 7.4)
- 4.7.6 The Review of Service Charges is currently scheduled for completion in March 2026. Work to scope this project has begun and there is recognition that it is a complex piece of work with need for detailed financial, equality and customer considerations alongside significant consultation requirements. It is likely that this action will be rescheduled once the scoping is complete.
- 4.7.7 Action 7.4, the Review of Leaseholder Policy is included within the HRA Policy Framework and is currently on track to be completed by June 2026.

## 4.8 Housing Improvement Strategy

- 4.8.1 The Housing Improvement Strategy (2025-30) was agreed by the Executive Member for Culture Arts and Housing on 9<sup>th</sup> July 2025. The Strategy sets out the key strategic objectives for the council's improvement journey:
- i. Ensure the problems identified in the regulatory judgement are addressed as well as the underlying causes and learning is captured in revised governance, policies and reporting.
  - ii. Our culture reflects a high performing organisation and continuous improvement.
  - iii. Work is prioritised appropriately, and risks are well managed
  - iv. Systems and Data are effective to support service delivery, reporting and oversight.
  - v. All properties have an up-to-date stock condition survey.
  - vi. The repairs service delivers repairs in line with targets set
  - vii. Homes are safe and compliant meeting all Landlord requirements evidenced by robust and well-maintained data
  - viii. Complaints are well managed, and processes meet the expectations of the Housing Ombudsman complaints handling code and consumer standards.
  - ix. Resident views are heard and acted upon.
  - x. A communication approach which delivers clear, consistent and timely communications with tenants, leaseholders and other stakeholders.

- 4.8.2 It is proposed that a basket of performance indicators, key actions and risks are used to assess delivery of the strategy on a 6 monthly basis. Work has already begun compiling this for Q2 reporting, this will include benchmarking information as we seek to understand not only our own performance but how we compare to other social housing providers.
- 4.8.3 A key assessment tool is the Tenant Satisfaction Measures (TSMs) report. North Yorkshire Council assess tenant satisfaction on a quarterly basis via a telephone survey. The Quarter One report is attached at **Appendix C**. The report shows that satisfaction with housing services provided by North Yorkshire Council has generally improved in Q1 compared with the previous survey in Q4 24/25, and now 77% are satisfied with the overall service, up 9 percentage points. Three measures have satisfaction above 80%: the repairs service in the last 12 months, how tenants are treated fairly and with respect, and the highest satisfaction is for the home being safe at 87%. Just two measures fall below 60% satisfaction, the handling of anti-social behaviour (57%), and just 33% are satisfied with the handling of complaints, where more (63%) are dissatisfied. Further work to analyse the TSM data is being undertaken to further understand trends and underlying causes of dissatisfaction.
- 4.8.4 The Improvement Strategy also sets out the milestones for the staged approach to improvement:  
**Stage One:** Stabilisation, planning and high priority actions started (May 2024 – June 2025)  
**Stage Two:** Adjustment and track record of delivering against plan (June 2025 – March 2027)  
**Stage Three:** Embedding and assurance that actions have been effective, longer term actions completing. (March 2027 – June 2028)  
**Stage Four:** Continuous Improvement (June 2028 onwards)
- 4.8.5 Quarter One saw the strategy move into Stage Two, a period of adjustment and delivering against the improvement plan.

## 5.0 NEXT STEPS

- 5.1 Work to deliver the agreed actions within the Improvement Plan continues into Quarter Two. Key deliverables will be the further development of the asset management system to hold key compliance data and critically the information required to demonstrate compliance with the Decent Homes Standard. Further systems review will be undertaken aiming to deliver a single tenancy management solution, whilst work to harmonise tenancy policies progresses in consultation with tenants and Elected Members.
- 5.2 In terms of management of the Improvement Strategy and providing assurance on the improvements implemented to date a 'health check' is planned. This will serve as an assessment of both the work carried out to date, ensuring that actions have delivered the expected outcomes and of wider compliance with requirements of the Consumer Standards, not just the items identified within the Regulatory Judgement. This is important to remember, as we seek to continuously improve our landlord services in all areas.
- 5.3 Our Improvement Strategy committed to an ongoing 6 monthly review, the process for this is currently being finalised. A key component of this review will be providing assurance that where actions have been completed and absorbed into 'Business as Usual' that we have both the assurance and the evidence to state that it has been embedded and that appropriate monitoring is in place. Central to this will be our approach to analysis and proactive use of tenant satisfaction data.

## 6.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 6.1 The Housing Improvement Strategy directly supports North Yorkshire Council's strategic ambition to deliver "good quality, affordable and sustainable housing that meets the needs of our communities," as outlined in the Council Plan 2025–2029 and the Housing Strategy 2024–2029. By establishing a clear roadmap for improvement and vision for continuous review of the service post compliance this contributes to the Council's vision of being an "exemplar social landlord" and aligns with the Housing Strategy's key themes of "Our People, Our Places, and Our Homes."

## **7.0 FINANCIAL IMPLICATIONS**

7.1 The Council has demonstrated its commitment to achieving compliance with the Consumer Standards and approved a new HRA Investment Plan in February 2024 that made sufficient financial provision (£2.1million) to ensure compliance going forward.

## **8.0 LEGAL IMPLICATIONS**

8.1 The new Consumer Standards for providers of Social Housing came into effect on 1 April 2024. The council, as a Registered Provider, is compelled to comply with the standards and to deliver against the objectives and be subject to inspection by the Regulator at their request.

8.2 The Regulator has set out its 'co-regulatory approach' whereby registered providers are encouraged to be open and honest about failings against the expected standards and work with the RSH on improvement plans.

8.3 Transparency and reporting around our progress on delivering those actions set out in our Improvement Plan and on the delivery of the Housing Improvement Strategy are critical to that compliance.

## **9.0 EQUALITIES IMPLICATIONS**

9.1 The Equality Impact Assessments undertaken led to the conclusion that the impact of the Housing Improvement Plan and Housing Improvement Strategy will be positive. The key drivers of the strategy are to improve the services provided to tenants and leaseholders and to promote equity and accessibility in service delivery.

## **10.0 PERFORMANCE IMPLICATIONS**

10.1 The service performance information is detailed in the body of this report and Appendix A.

10.2 The service, supported by the Strategy and Performance Team has made great improvements in the quality and timeliness of performance reporting during Quarter 1. Whilst there are still improvements to be made, including the introduction of a Tier 2 Performance Dashboard, the information now available to report and use in management of our stock and tenancies is hugely valuable.

10.3 Performance will continue to be monitored monthly by the Extended Management Team and reported to Housing Improvement Board on a monthly basis and Tenants and Elected Members on a quarterly basis.

10.4 Performance information is also shared with the Regulator of Social Housing on a monthly basis.

## **11.0 RISK MANAGEMENT IMPLICATIONS**

11.1 There are risk management implications which are registered on the corporate risk register and detailed throughout the body of the report.

11.2 There are financial risks associated with non-compliance with the Consumer Standards including the ability of the RSH to issue unlimited fines and to enforce stock transfer.

11.3 Non-compliance with the Consumer Standards puts the health and safety of our tenants and our properties at risk.

## **12.0 CONCLUSIONS**

- 12.1 This report provides an update on the progress made in delivering the Housing Improvement Strategy and Improvement Plan in Quarter One 2025/26.
- 12.2 The report details notable progress in areas of the programme, particularly in system implementation (Planon, North Yorkshire Home Choice, REACT) and in policy and operational process development (Health and Safety Management Plans and tenancy policy harmonisation).
- 12.3 The report also details where actions have been rescheduled and what the next steps will be in review and delivery of the programme.

**13.0 RECOMMENDATION(S)**

- 13.1 The Housing and Leisure Overview and Scrutiny Committee is asked to:
  - i. Note the progress made on delivery of the actions detailed within this report, alongside the supplementary information provided in the appendices.
  - ii. Highlight any areas for concern or where further information is required.

Nic Harne  
Corporate Director – Community Development  
County Hall  
Northallerton

15 September 2025

Report Author – Vicky Young, Service Improvement Manager

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

**APPENDICES:**

- Appendix A - Landlord Services Tier One Performance Dashboard Quarter One
- Appendix B - Extract from Corporate Risk Register - Quarter One
- Appendix C – Tenant Satisfaction Measures – Quarter One

**BACKGROUND DOCUMENTS:**

[Social Housing \(Regulation\) Act 2023](#)

## Housing Landlord Services

### Executive Summary

Progress continues to be made both in terms of operational transformation and in the recorded outputs and outcomes associated with the service. In most areas data quality has improved significantly since January and the impact of this is now being evidenced through the recorded performance. In particular in relation to compliance related performance and the management of risk within the housing stock.

Of particular note this quarter the improvement to remedial works identified through fire inspections is a significant highlight and demonstrates the services ability to now address long standing backlogs of work. Performance in relation to reports of damp and mould is also positive although a degree of seasonality will impact this on account of the pleasant spring and early summer heatwaves.

Where issues still exist is in relation to being able to evidence stock quality. This is largely attributable to an inherited lack of data and an inability to process inspections quickly. This work will be paramount to helping frame up the asset management strategy and investment plans, and currently means the authority is only partially sighted on its adherence to the Decent Homes Standard.

Finally legionella testing has taken a significant downturn (from 100% to just 11.70%). This is due to a significant number of certificates expiring in June and a need for an external contractor to undertake the assessments. It is expected all issues will be resolved by the end of August.

### Fire Safety

Proportion of homes for which all required fire risk assessments have been carried out

Month	Target	Performance	Outstanding actions
January	100%	80.50%	
February	100%	79.83%	
March	100%	83.67%	
April	100%	100%	High Risk: 347 Medium Risk: 175
May	100%	100%	High Risk: 326 Medium Risk: 170
June	100%	100%	High Risk: 307 Medium Risk: 98

All of the identified sites have now undergone a fire risk assessment. This has not only helped rationalise the number of remedial actions inherited by the authority but also provided greater assurance to residents as to the safety of their homes. Any actions identified are recorded as either High or Medium / Low risk and apportioned time for completion accordingly (over 1 month for emergency and 3 months for medium). Once the action passes this time it is classed as out of date.

There has been a significant focus on reducing the level of overdue remedial fire actions; especially on the back of achieving 100% of testing. Over June 35 high risk actions were closed alongside 127 medium ones. Most work is linked to either signage, fire doors or loft hatches. Two identified actions have been flagged as extreme (lack of a fire door where there should be one and an issue with ducting); both cases are being expedited as a priority. Progress in some areas has been slow on account of supply chain issues however these challenges have been resolved and the aim is for all outstanding actions to be completed in Q2.

**Asbestos**

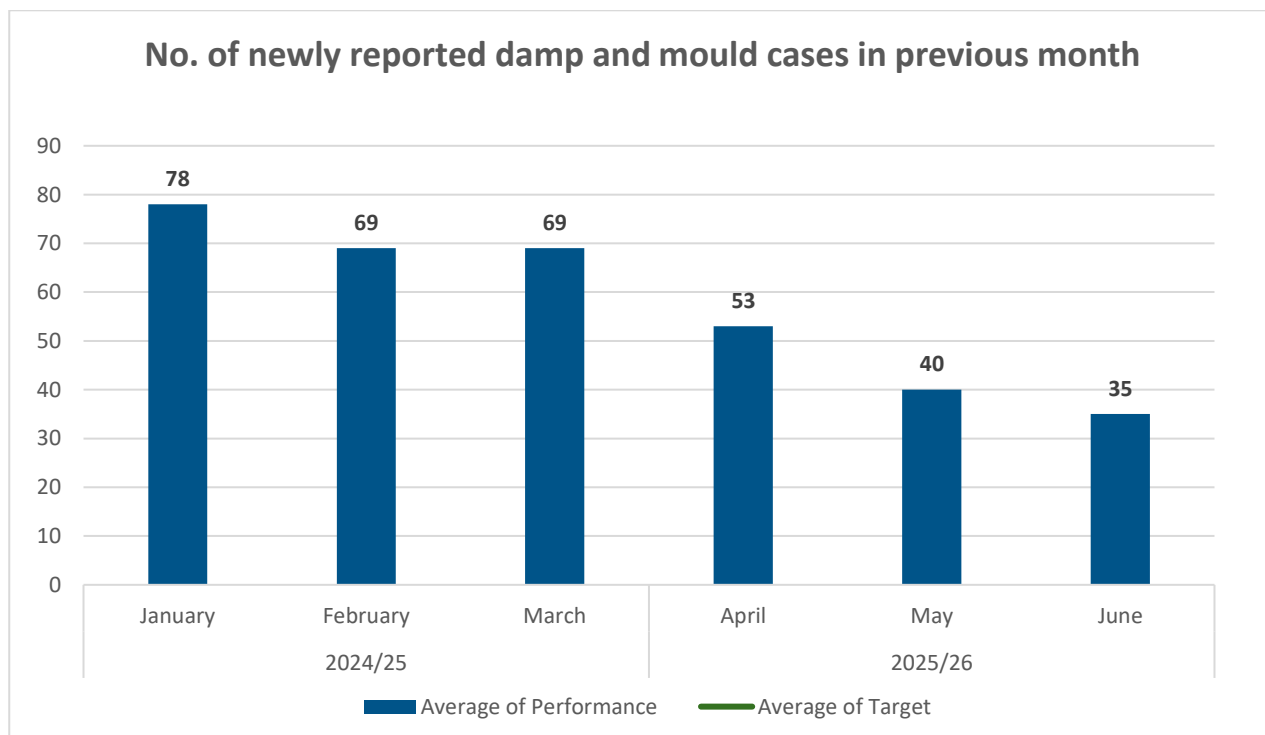
Over the last quarter considerable time and effort has been spent in reviewing the approach taken to asbestos management and ensuring appropriate processes and procedure are in place that will help with the reporting and monitoring of ACMs (Asbestos containing materials) and tracking ongoing management plans.

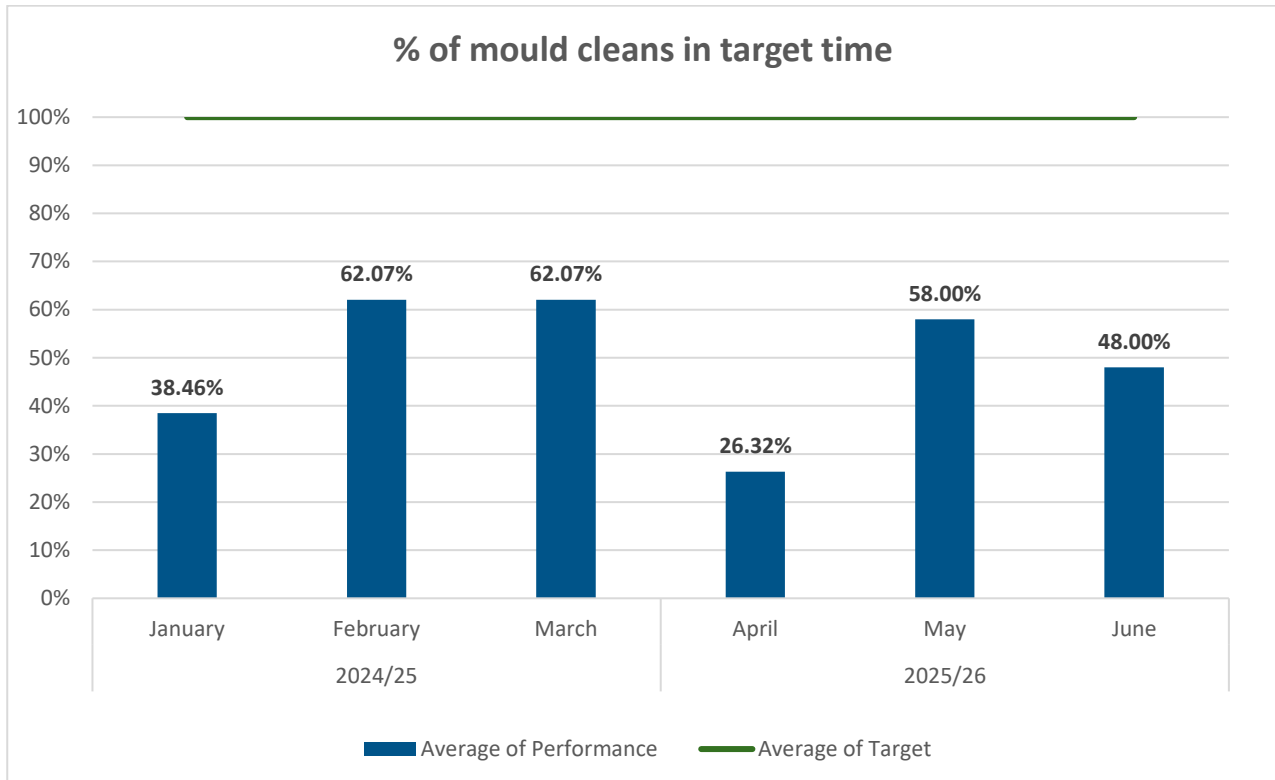
All asbestos surveys have been completed in the L1 category stock (complex sites) and reports issued to the relevant contractor for actioning. Individual asbestos management plans are in development for these sites and all data will be uploaded to the new asset management system (Planon) by the end of July. The contractor will also be undertaking assessments at L2 and L3 sites with an expected completion of work by October 2025.

In single domestic dwellings a total of 6,668 are held and steps are being taken to assess these records to establish future action. The service received notification of 90 properties with asbestos that needed investigation over the month of June and 50% were attended to in the month. This remains a high priority area to improve the quality and accessibility of the data and further updates on progress will be reported through the quarterly report.

**Damp and Mould**

In light of the improved weather and extremely mild conditions over spring and into early summer its inevitable that the number of damp and mould reports has fallen, with a reduction of over 50% from January; however, performance in relation to completing cleans in target time is showing a degree of variance over time; with results for this quarter ranging from 26.32% (April) to 58.00% (May)

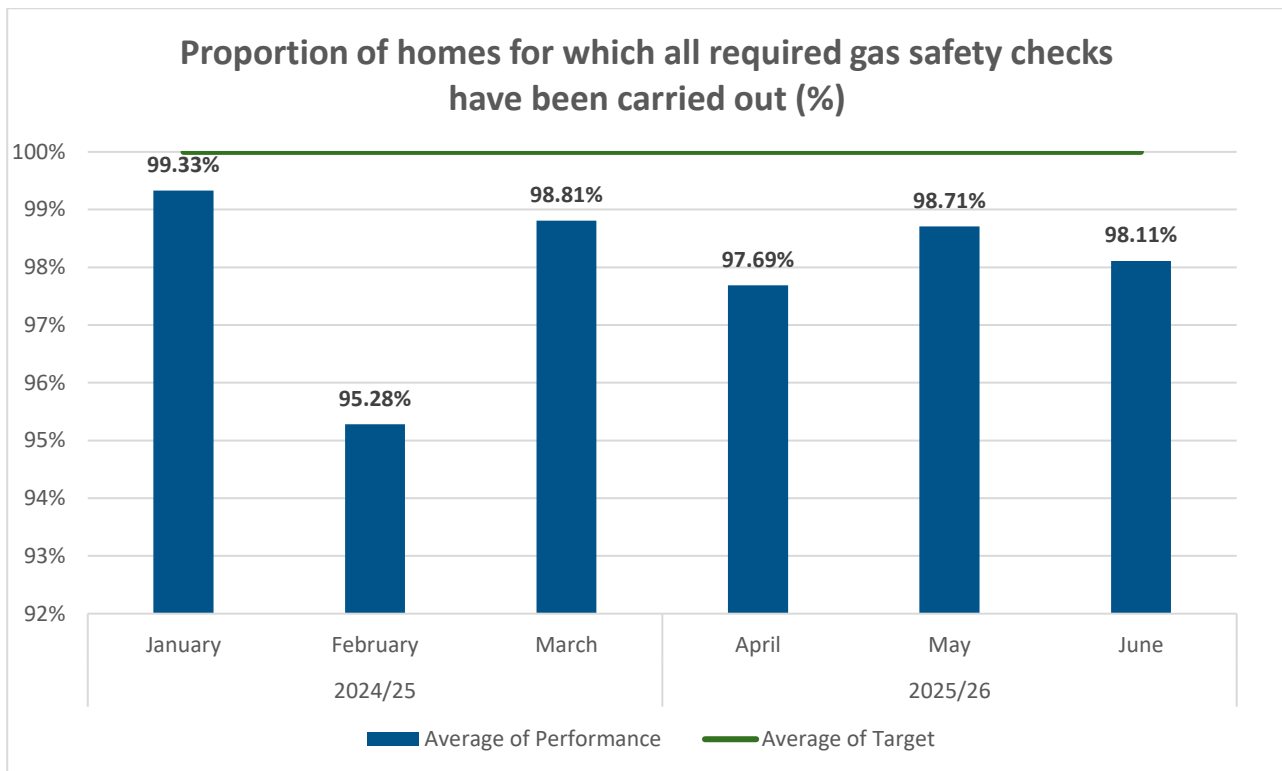




One notable change to the process that should be flagged is that inspectors are now trained to complete the HHSRS Damp and Mould surveys; this means that the first course of action may not be to clean the site but other remedial works that will prevent the growth and tackle the specific root cause of the issue. When looking specifically at the issue of cleaning there have been more instances of 'no accesses' meaning the cleaning cannot take place. A robust process is now in place that alerts the Housing Officer in the instance of a third failed attempt to clean who will look to secure access for the works through legal routes if necessary.

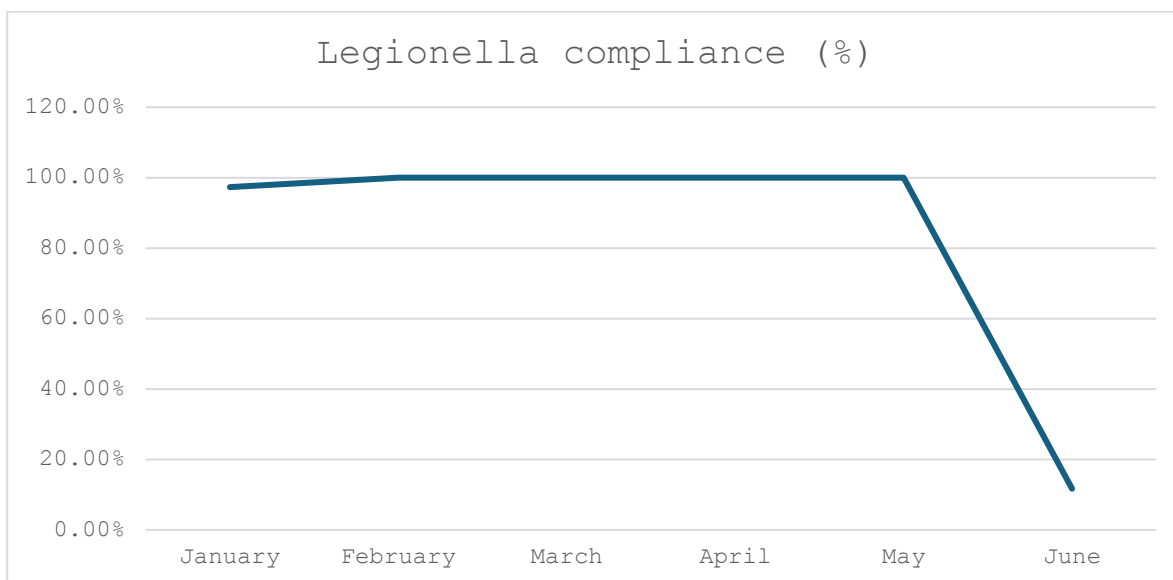
### Gas Safety

Over recent months work has been undertaken to help inform the profile of gas safety checks and ensure performance can be maintained following a period of stability for the inspections. For the month of June over 1,000 properties were scheduled to have their inspections (approximately 13% of the stock); therefore, some inspections have been brought forward to help smooth this demand. This has led to an increase of 44 non-compliant properties (to a total of 139); it is likely without this intervention this figure of non-compliant properties would be higher. In addition, the service is actively looking to complete overdue inspections in properties where they were unable to access. This has seen a significant reduction from 144 being tackled through the 'No Access procedure' to 84 over the period.



## Legionella

Testing arrangements for legionella have been significantly hampered by the culmination of a significant number of expired certificates. This has seen compliance plummet by 88.3% over the month of June.



This highlights an issue regarding forward planning for testing which is being addressed through new contractor arrangements with the required testing back to 86% compliance at the end of July, with full compliance expected by the end of August. In a practical sense this means that 385 properties have been affected by the issue.

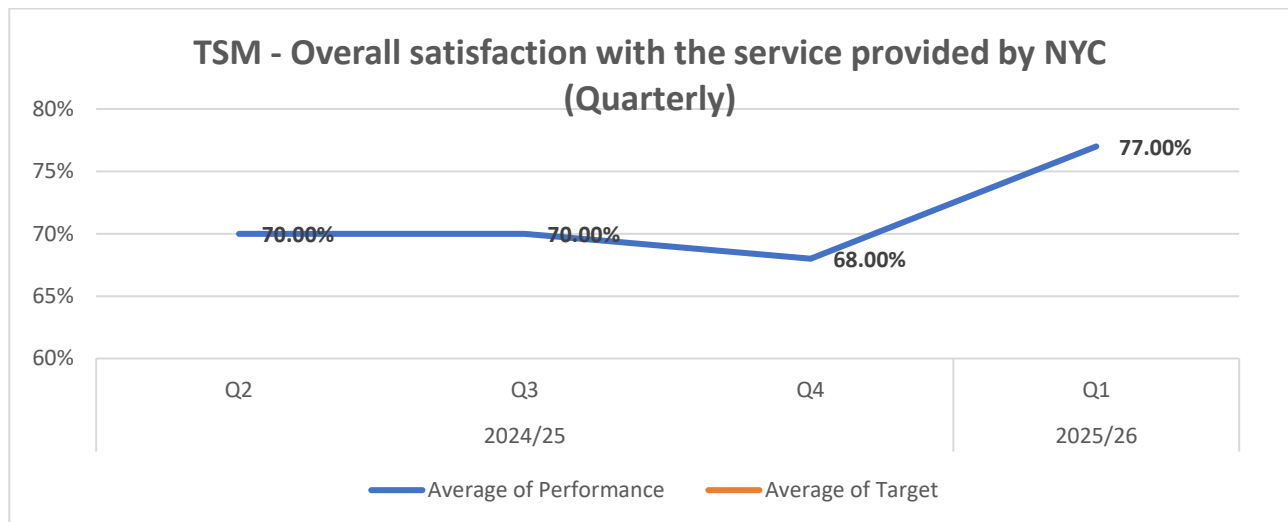
## Resident involvement

The housing service has also taken significant strides in its compliance with the Involvement and Empowerment standard through the relaunch of the Tenant Voice Forum and Tenant Scrutiny Group. Meetings of the Tenant Voice Forum over the quarter saw them agree a new terms of reference; review the landlord performance data and attend presentations from managers leading

on energy efficiency and warm homes projects. The scrutiny group have so far completed an investigation into the lettable standard and made their recommendations to the Council and will now be reviewing the standards in relation to grounds maintenance.

### TSM Return

Last year the service changed its Tenant Satisfaction Measures survey from an annual one to quarterly one, administered by external consultants Acuity (specialists in housing market research and analysis). This provides not only consistent research into the customer perceptions of the service but also provides valuable feedback concerning area for improvement. Inevitably given the changes to the service over recent years following LGR satisfaction levels have been slightly below the expected levels; however, this quarter a sizeable jump has been achieved that is reflective of ongoing work to improve the customer experience.



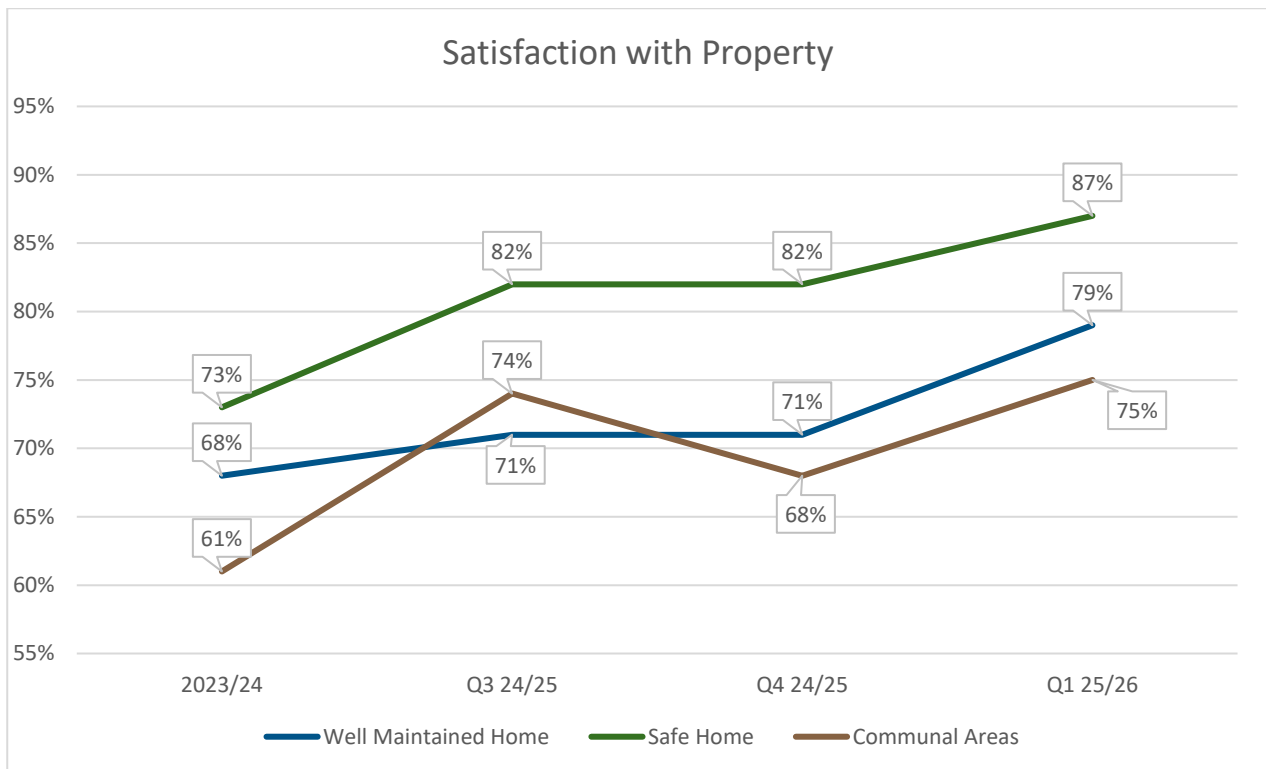
In addition, the level of dissatisfaction reported by participants is down by 4 percentage points; with additional comments provided by respondents show casing a number of factors that influence their satisfaction:

- Prompt response to urgent issues
- Efficiency of staff
- Ease of communication

Despite this feedback some customers did highlight areas for improvement:

- Lack of follow up on reported issues
- Concerns around major repairs / ongoing maintenance (specifically amongst Selby tenants)
- Delays in regard to repairs and maintenance (specifically citing damp and broken boilers)

In terms of other significant results, satisfaction with the property being well maintained, safety and communal areas continues to increase substantially, with 14% increases recorded against satisfaction with communal areas and satisfaction with the home being safe compared to the first TSM survey and an 11% increase in satisfaction to the home being well maintained.



This is further supported by satisfaction increases against the repairs service with satisfaction with the service increasing by 12% between Q4 2024/25 and Q1 2025/26 and clear improvements over time of 13% in satisfaction with time taken to complete repairs compared to the first survey in 2023/24. Of particular note the number of dissatisfied customers is also reducing (down 8% to 11% of respondents being either dissatisfied or very dissatisfied with the service).






As this is often cited as the key driver to overall satisfaction it is highly likely that the ongoing improvements to the delivery of the service is starting to have positive impacts on the overall satisfaction scores. Maintaining these standards over the longer term will be key in helping the authority demonstrate compliance with the regulatory standard but ultimately it is in securing a C2, and ultimately C1 ratings with the regulator.

## Extract from Corporate Risk Register

Risk Register: Annual review (February 2025) – detailed

Next Review Due: July 2025

Report Date: 20<sup>th</sup> February 2025 (cpc)

Phase 1 - Identification								
Ref.	CRR_11	Title	Housing Regulation Compliance		Risk Owner	CD ComDev	Risk Manager	ComDev AD Hou
Risk Description	Failure to comply with housing legislation including the Social Housing (Regulation) Act and achieve a satisfactory grade with the Regulator of Social Housing, resulting in injury or ill health of tenants, prosecution and subsequent financial penalty and reputational damage to the council.				Risk Group	Legislative	Linked Risk(s)	CDE_10; CHO_8
Phase 2 - Current Assessment								
Current Control Measures								
Existing, individual legacy council arrangements; housing stock condition and governance improvement plan developed								
Current Probability	H	Current Impact	H	Current Risk Score	16	Current Risk Category	High	
Phase 3 - Risk Mitigation Plan								
Reduction Action					Action Manager	Due Date and status	Date Completed	
RR_CDE_25	Deliver the neighbourhood and community elements of the improvement plan				ComDev AD Hou	31-Jul-2025		
RR_CHO_22	Utilise Veritau to audit work against the "big six" risks under RSH (Regulator of Social Housing) regime; need to revisit this with a focus on data; some audit work carried out, further in depth work to do and workplan to be agreed				ComDev AD Hou	31-Mar-2025		
RR_CHO_29	Deliver the safety and quality elements of the improvement plan; external consultancy support being employed to assist with this aspect				ComDev AD Hou	31-Jul-2025		
RR_CHO_30	Deliver the tenancy elements of the improvement plan				ComDev AD Hou	31-Jul-2025		
RR_CHO_31	Deliver the transparency elements of the improvement plan				ComDev AD Hou	31-Jul-2025		
Phase 4 - Target Risk Assessment								
Target Probability	M	Target Impact	H	Target Risk Score	12	Target Risk Category	Medium High	
Phase 5 - Fallback Plan								
Fallback Plan								
Respond as necessary to any incident, carry out lessons learned review								





## North Yorkshire Council

## TSM Tracker Q1 2025/26 Report

Prepared by: Acuity Research & Practice

# Introduction

## Key TSM Metrics

## Overall Satisfaction

## The Home

## Repairs

## Neighbourhood

## ASB

## Engagement

## Complaints

## Wellbeing

## Trends

## Summary

North Yorkshire Council (NYC) owns and manages around 8,000 properties in North Yorkshire, located across Harrogate, Selby, and Richmond. Acuity has been commissioned to undertake independent satisfaction surveys of its tenants to collect data on their opinions of and attitudes towards their landlord and the services provided every quarter starting in Q3 2024/25, and this has now extended into 2025/26. The survey was designed using the Tenant Satisfaction Measures from the Regulator of Social Housing, which became mandatory to collect from April 2023 and were reported for the first time in June 2024 and are now required annually. This is the first quarterly survey for 25/26. Each quarterly survey aims to collect 150 completed responses (600 for the year) proportionally sampled by tenure, locality, ward and age. At the close of the survey, 150 completed surveys were received, plus a further six incomplete surveys, which are required to be included by the Regulator. All surveys were conducted by telephone using Acuity's in-house team of telephone interviewers.

This is the first time that the report has used sentiment analysis to better understand tenants' comments and why they have responded to the satisfaction questions the way they have. Information about how this works is shown overleaf and adds an extra layer of focused insight to the results to help NYC better understand what is driving satisfaction, what tenants are most concerned about, and consequently, what could be improved.

The survey is confidential, and the results are sent back to NYC anonymised unless tenants give their permission to be identified. 81% of tenants gave permission to share their responses with their details attached, and 93% of these tenants are happy for NYC to contact them to discuss any information they provided.

This survey aims to provide data on tenants' satisfaction, which will allow NYC to:

- Provide information on tenants' perceptions of current services
- Compare the results against the previous TSM-based surveys
- Inform decisions regarding future service development
- Report to the Regulator annually, as required.

For the overall results, Acuity and the Regulator of Social Housing require that landlords with over 2,500 but under 10,000 properties achieve a sampling error of at least  $\pm 4\%$  at the 95% confidence level. For NYC, 150 completed responses were received this quarter. This response is high enough to conclude that the findings are accurate to within  $\pm 7.9\%$  for the quarter and  $\pm 3.8\%$  annually; therefore, meeting the required margin of error.

The majority of figures throughout the report show the results as percentages. The percentages are rounded up or down from two decimal places in the results file to the nearest whole number, and for this reason, may not in all cases add up to 100%. Rounding can also cause percentages described in the supporting text to differ from the percentages in the charts by 1% when two percentages are added together. Base numbers are shown against the charts as n=...

# Resident Sentiment Index (RSI)

## Resident Sentiment Index (RSI): Overview

Our new Resident Sentiment Index (RSI) uses a sector-specific sentiment categorisation model developed from decades of housing data and commentary. It allows landlords to move beyond satisfaction scores by showing not only how residents feel, but why. The framework includes seven key open-ended TSM questions across each of the main service areas, allowing organisations to benchmark with their peers.

Our model analyses open-ended survey responses across key service areas, categorising them using a deep learning sentiment engine. Each comment is scored on a 5-point scale (from -5 to +5) and grouped by category, subcategory, and – where relevant – cross-cutting attributes such as trust, listening, or communication. These attributes help identify what drives sentiment within services like repairs or tenancy management.

Note: Not every subcategory will have attributes. Some service areas (e.g. Property Condition, Neighbourhoods) are stand-alone themes that don't require further layering.

## Key Features

- A clear, overall sentiment score for your organisation and each service area
- Detailed analysis by category, subcategory, and (where applicable) attribute
- Automated, regulator-ready reporting aligned to TSM and STAR survey requirements
- Scalable benchmarking for tracking performance over time and against sector peers

## How We Categorise Feedback

We follow a multi-stage process to turn unstructured comments into actionable insight:

- **Model Design:** Combining housing sector expertise with real resident language to build a structured categorisation model
- **Expression Building:** Creating comprehensive expressions to detect key themes and sentiments
- **Testing & Tuning:** Refining expressions to maximise accuracy and coverage
- **Deployment:** Automatically categorising and scoring comments at scale

Some feedback will remain “Uncategorised” – particularly when language is highly specific, off-topic, or outside current theme coverage. This is expected and will reduce as the model continues to grow.



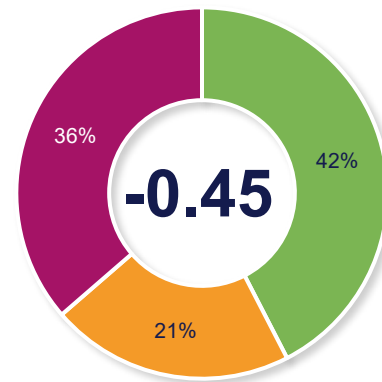


# Overall RSI Score

The Organisational Level RSI offers a single, headline metric that captures the overall emotional tone of tenant feedback across all key service areas.

Based on all open-ended survey responses, it reflects how positively or negatively tenants feel about the organisation's performance across the key areas.

Please note, if your organisation does not ask all seven core RSI questions, you are unable to benchmark your Organisational RSI Score. Each category-level RSI question will be analysed in each section throughout the report.



■ Positive ■ Neutral ■ Negative

# TSM Key Metrics

**77%** 

## Overall Satisfaction

Satisfaction with the range of housing services provided by North Yorkshire Council has generally improved in Q1 compared with the previous survey in Q4 24/25, and now 77% are satisfied with the overall service, up 9 percentage points (p.p).

Three measures have satisfaction above 80%: the repairs service in the last 12 months, how tenants are treated fairly and with respect, and the highest satisfaction is for the home being safe at 87%.

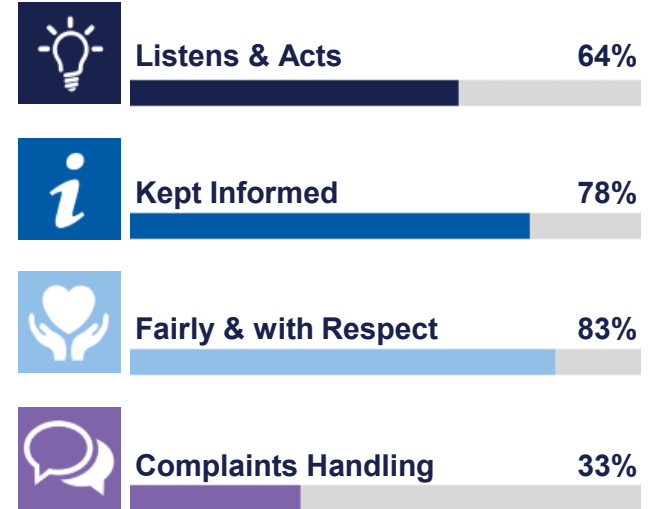
Just two measures fall below 60% satisfaction, the handling of anti-social behaviour (57%), and just 33% are satisfied with the handling of complaints, where more (63%) are dissatisfied.

The report focuses on the headline figures from the survey, compares the results against the previous surveys and provides an analysis of the comments made by the tenants about the service.

### Keeping Properties in Good Repair



### Respectful & Helpful Engagement



### Responsible Neighbourhood Management





# Overall Satisfaction



# Overall Satisfaction

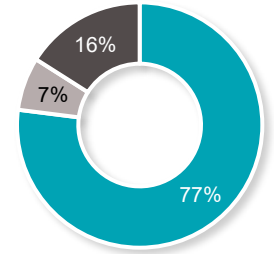
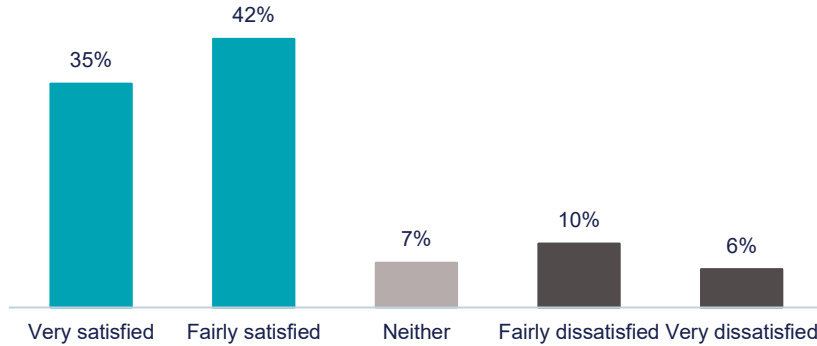
Tenants were asked, “*Taking everything into account, how satisfied or dissatisfied are you with the service provided by North Yorkshire Council?*” This is the key metric in any tenant perception survey.

Just over three-quarters of tenants are satisfied with the overall service provided, although fewer are very satisfied than fairly satisfied, 35% and 42% respectively.

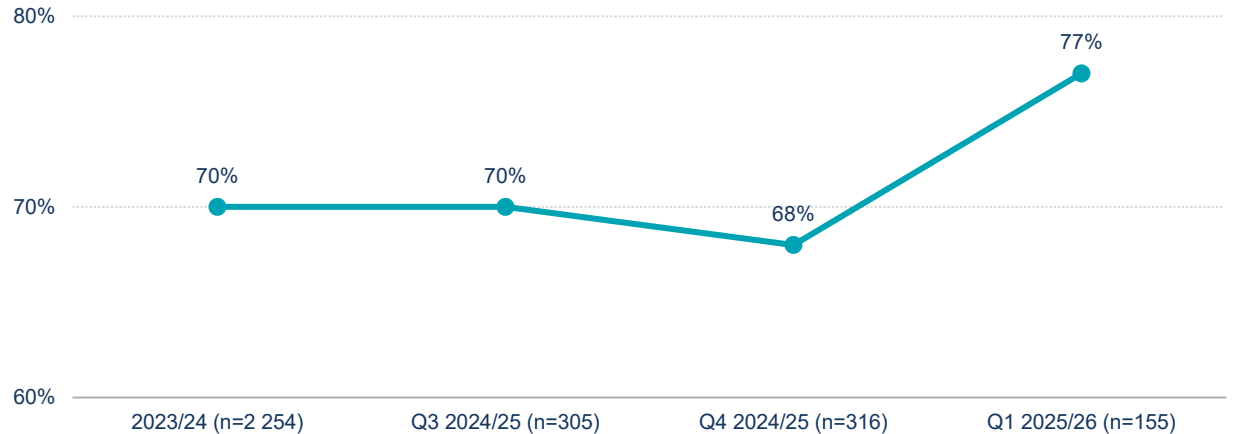
Just 16% of tenants are dissatisfied with the service, and a further 7% are neither satisfied nor dissatisfied.

The three previous surveys had satisfaction at a similar level, around the 70% mark, but satisfaction has improved by 9p.p in Q1; at the same time, dissatisfaction is down by 4p.p.

This is very encouraging, and the analysis of the comments about the overall service, shown overleaf, is generally positive about the Council.



■ Satisfied ■ Neither ■ Dissatisfied

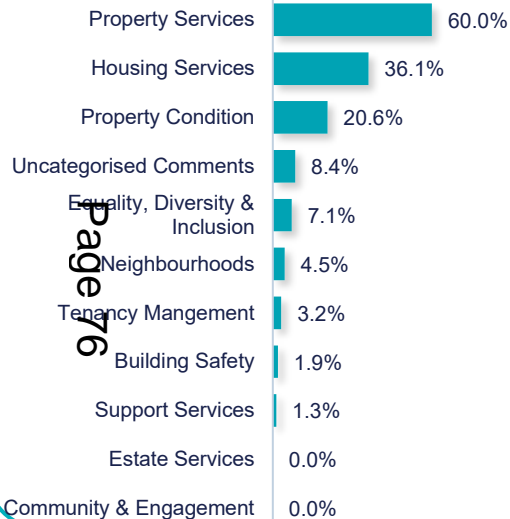


# Overall Satisfaction

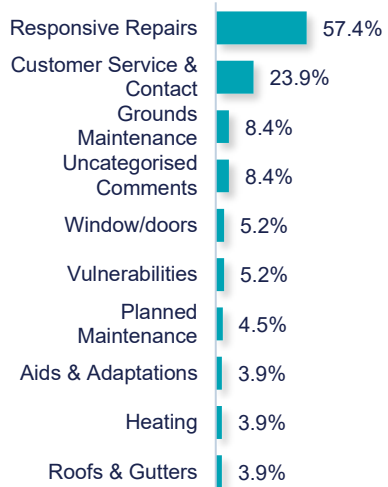


Base Size: 155

## Categories

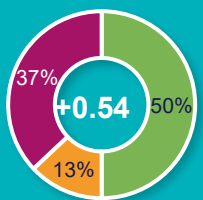


## Top 10 Subcategories



## Attribute

Attribute	Count	%	Sentiment Score
Accessibility			-
Accountability			-
Appointments / Convenience	1	0.6%	+5.00
Communication / Transparency	16	10.3%	-0.13
Consistency			-
Effort	13	8.4%	+0.23
Empathy	2	1.3%	0.00
Fairness			-
Listening / Acting	4	2.6%	+2.00
Quality of Work / Service	18	11.6%	-0.89
Resolution	19	12.3%	-0.89
Safety	1	0.6%	-3.00
Satisfaction	11	7.1%	+2.55
Staff Conduct	7	4.5%	+3.57
Trust	1	0.6%	-5.00
Worker Conduct	3	1.9%	+4.33
Timeliness / Responsiveness	67	43.2%	-0.21
No Comments	2	1.3%	0.00
Subcategory, no attribute (yet)	27	17.4%	+2.00



The responses regarding the overall service reveal a mixed sentiment towards the services provided by North Yorkshire Council, particularly regarding maintenance and repairs. Many respondents express satisfaction with prompt responses to urgent issues, highlighting the efficiency of staff and the ease of communication. However, a number of participants report delays in repairs, with some waiting years for essential work to be completed. Issues such as damp, broken boilers, and inadequate adaptations for disabled residents are frequently mentioned, indicating a need for improved maintenance schedules and prioritisation of urgent repairs.

Several respondents note a decline in service quality since the transition from Selby District to North Yorkshire Council, particularly concerning major building works and ongoing maintenance. Complaints about communication lapses and a lack of follow-up on reported issues are common, leading to frustration among some tenants. Overall, while there are positive experiences, the feedback suggests a need for the Council to enhance its repair processes and address the concerns of vulnerable tenants more effectively.



**Well Maintained, Safety & Communal Areas**

# Well Maintained, Safety & Communal Areas



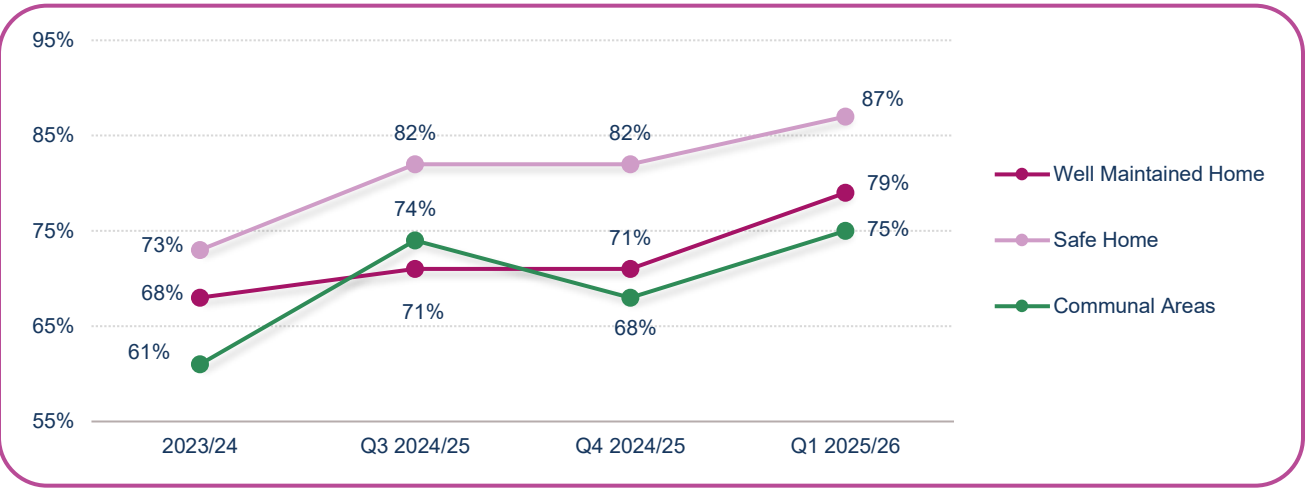
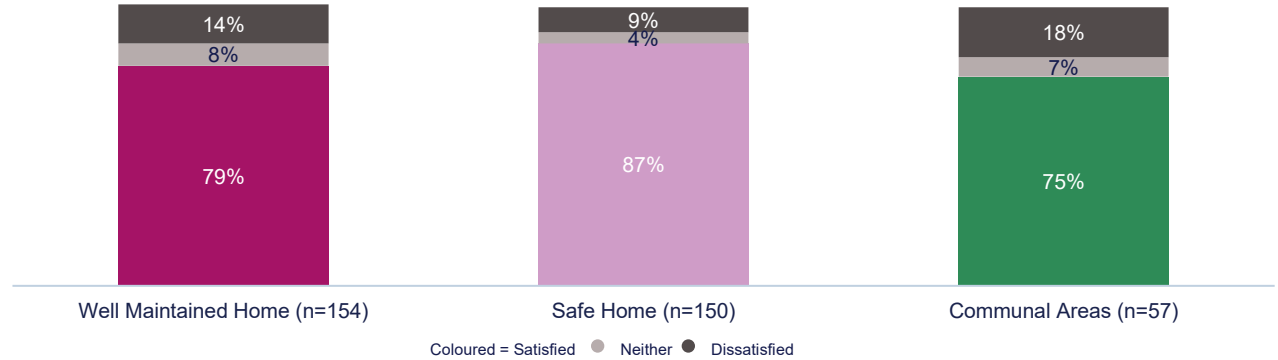
More tenants feel their home is well-maintained in Q1 than in Q4, up from 71% to 79%. Now, just 14% of tenants are dissatisfied.

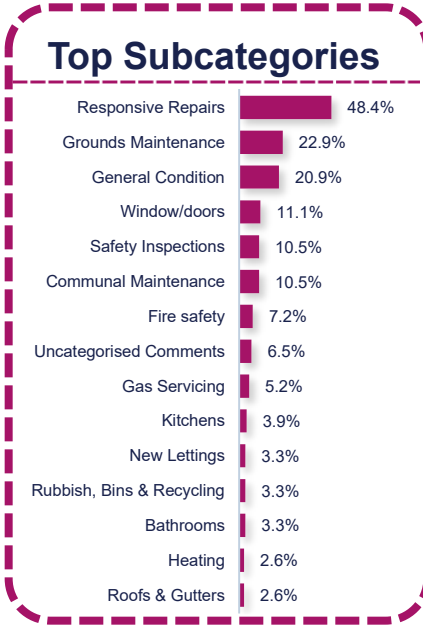
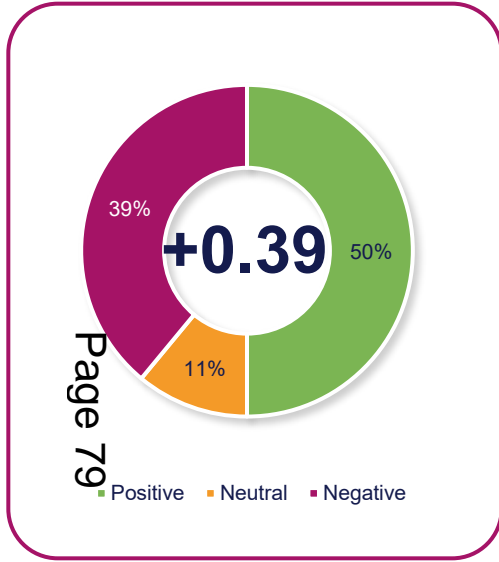
Satisfaction with the safety of the home is also up in Q1, with an improvement of 5p.p to 87% after staying at 82% in each of the last two surveys. Just 9% are dissatisfied with their homes' safety.

Around four out of ten tenants (38%) said they live in a building with communal areas, which the Council is responsible for maintaining. Of these, three-quarters of tenants are satisfied that the Council keeps them clean, safe and well-maintained, although 18% are dissatisfied.

Satisfaction with the upkeep of the communal areas rose steeply in Q3 of last year, fell back a little in Q4, but is up 7p.p in Q1.

Satisfaction with all the measures in this section is at its highest point since these surveys began.





Attribute	Count	%	Sentiment Score	Sentiment Group
Accessibility			-	
Accountability	1	0.7%	-5.00	100%
Appointments / Convenience	4	2.6%	-2.50	25% Positive, 75% Negative
Communication / Transparency	12	7.8%	-2.00	33% Positive, 67% Negative
Consistency			-	
Effort	3	2.0%	-1.00	33% Positive, 67% Negative
Empathy			-	
Fairness			-	
Listening / Acting	2	1.3%	0.00	50% Positive, 50% Negative
Quality of Work / Service	39	25.5%	+0.18	51% Positive, 38% Negative
Resolution	6	3.9%	-0.83	33% Positive, 17% Neutral, 50% Negative
Safety	28	18.3%	-0.79	39% Positive, 61% Negative
Satisfaction	5	3.3%	+2.60	80% Positive, 20% Negative
Staff Conduct			-	
Trust	1	0.7%	-5.00	100%
Worker Conduct	1	0.7%	-5.00	100%
Timeliness / Responsiveness	41	26.8%	-0.56	44% Positive, 51% Negative
No Comments			-	
Subcategory, no attribute (yet)	25	16.3%	+0.56	52% Positive, 20% Neutral, 28% Negative

Tenants were asked to share their views on the safety and maintenance of their homes and the cleanliness and maintenance of communal areas. Many respondents express satisfaction with safety measures, including regular checks for gas and smoke alarms, and the overall security of their homes. However, concerns about maintenance are prevalent, with numerous comments highlighting issues such as delayed repairs, inadequate cleaning of communal areas, and neglected outdoor spaces.

Several tenants note that while safety checks are performed regularly, maintenance tasks often take a long time to be addressed, leading to dissatisfaction. Specific complaints include peeling carpets, poorly maintained gardens, and unresolved issues with plumbing and electrical systems. Some respondents mentioned feeling unsafe due to structural problems, such as a lack of fencing in areas where children play.

Additionally, there is a recurring theme of tenants taking it upon themselves to maintain communal areas, indicating a perceived lack of support from the Council. Overall, while safety is generally regarded as satisfactory, the maintenance of properties and communal spaces requires significant improvement to enhance tenant satisfaction and safety perceptions.



## Keeping Properties in Good Repair



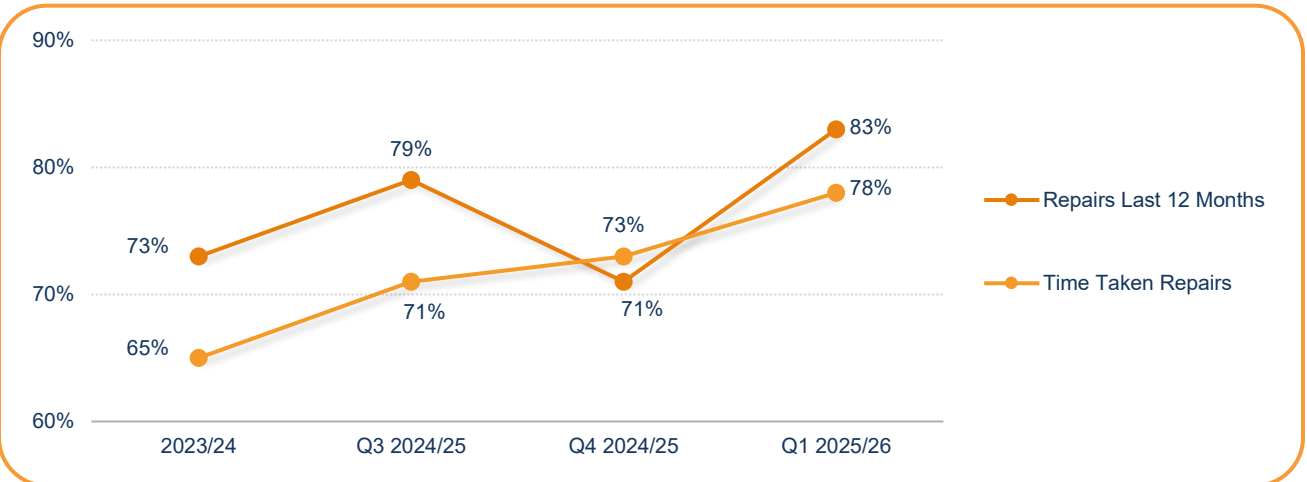
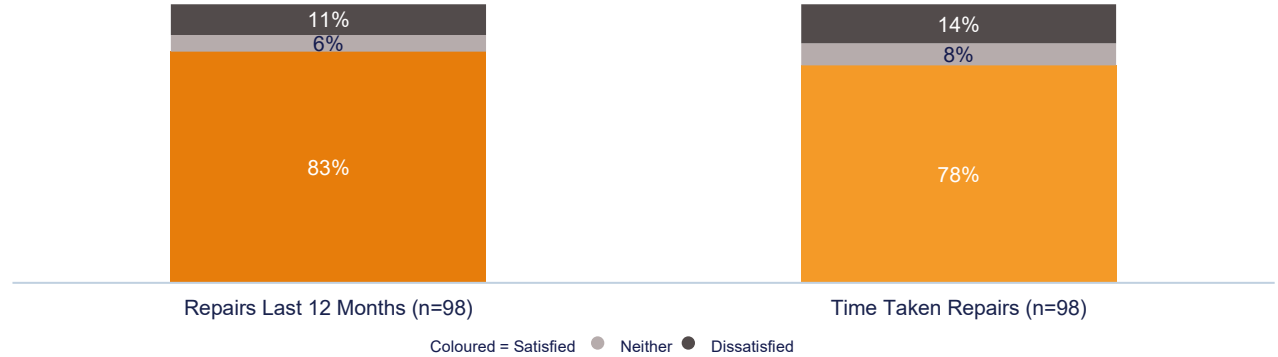
# Keeping Properties in Good Repair

Around two-thirds of tenants (64%) said they had a repair completed on their home by the Council in the last 12 months, and of these, 83% are satisfied with the repairs service during this period. This has seen an increase in satisfaction of 12p.p since the last survey, and dissatisfaction is down from 19% to 11%.

Commonly, satisfaction with the time to complete repairs is lower than the service itself, and this is often a source of dissatisfaction with the service. This is true here with 78% satisfied, although this is also up this quarter, this time by 5p.p; just 14% are dissatisfied.

Both measures are now at their highest points of satisfaction since these TSM-based surveys began.

Overleaf shows an analysis of the tenants' comments, highlighting what works well and what could be improved.

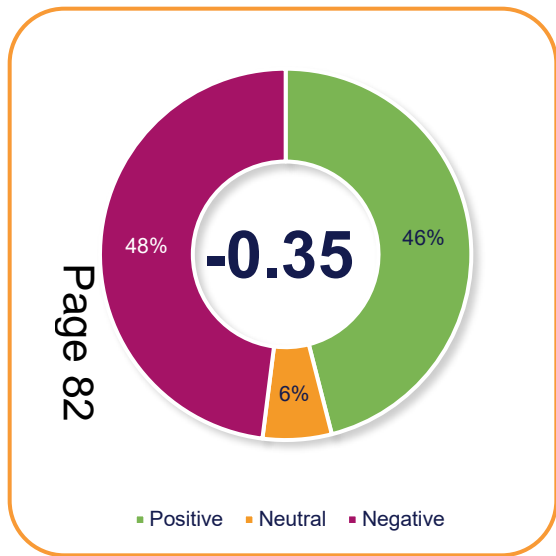


Page 81

# Repairs & Maintenance



Base Size: 96



Attribute	Count	%	Sentiment Score	Sentiment Group
Accessibility			-	
Accountability			-	
Appointments / Convenience	4	4.2%	+2.00	75% Positive, 25% Negative
Communication / Transparency	8	8.3%	+1.25	63% Positive, 38% Negative
Consistency	1	1.0%	-5.00	100% Negative
Effort	3	3.1%	+1.67	67% Positive, 33% Negative
Empathy	1	1.0%	+5.00	100% Positive
Fairness			-	
Listening / Acting	1	1.0%	+5.00	100% Positive
Quality of Work / Service	15	15.6%	-0.47	40% Positive, 13% Neutral, 47% Negative
Resolution	9	9.4%	+0.33	56% Positive, 44% Negative
Safety			-	
Satisfaction	8	8.3%	+3.88	88% Positive, 13% Negative
Staff Conduct			-	
Trust			-	
Worker Conduct	3	3.1%	+1.00	67% Positive, 33% Negative
Timeliness / Responsiveness	51	53.1%	-0.16	47% Positive, 47% Negative
No Comments			-	
Subcategory, no attribute (yet)	27	28.1%	-0.74	44% Positive, 52% Negative

Focussing on their experience of the repairs service in the last 12 months, many respondents express satisfaction with the promptness and professionalism of the workers, highlighting quick responses to urgent repairs, such as plumbing issues and boiler breakdowns. Positive comments included instances where repairs are completed swiftly, often within a day or two, and the courteous nature of the staff.

However, concerns are raised about communication and the overall efficiency of the repair process. Several respondents report long wait times for repairs, with some issues taking years to resolve. Complaints about inadequate follow-up, lack of updates, and the need for repeated calls to get repairs addressed are common. Additionally, some respondents note dissatisfaction with the quality of work, mentioning that repairs are not completed properly or that they had to make good after the tradesmen left.

Overall, while there are commendable aspects of the service, particularly in emergencies, the feedback indicates a need for improved communication, consistency in service quality, and more efficient handling of non-urgent repairs.



## Contribution to the Neighbourhood

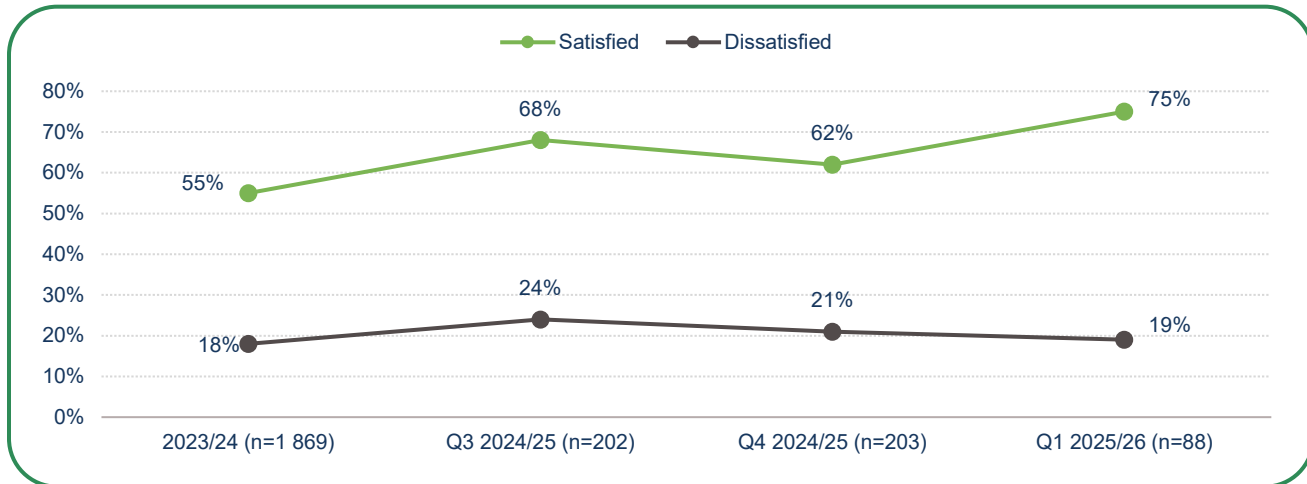
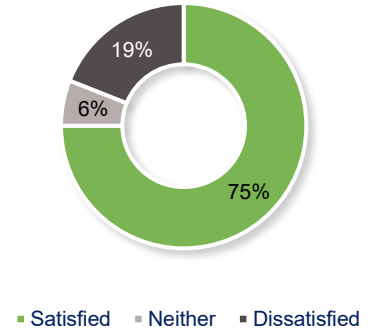
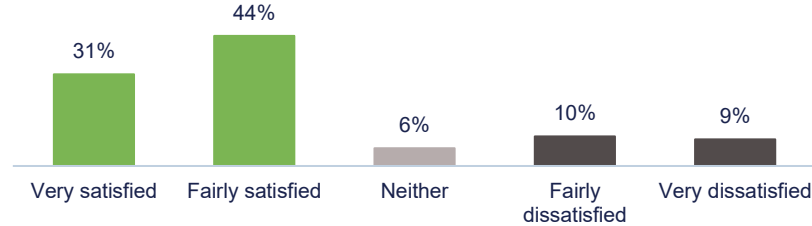


# Contribution to the Neighbourhood

Satisfaction with the positive contribution made by the Council to the neighbourhood has also reached its highest point for the last year, up 13p.p from 62% to 75%.

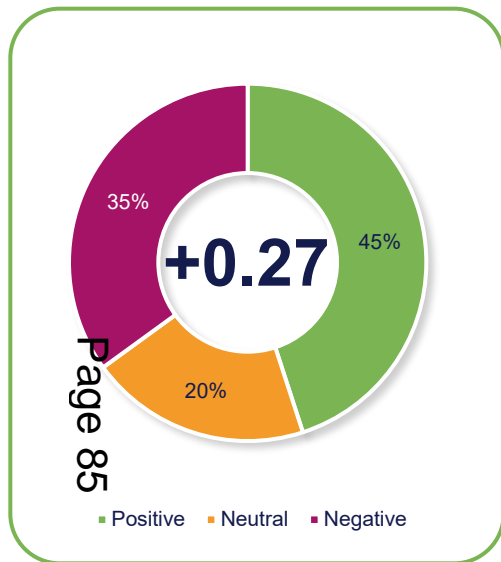
However, a fifth of tenants remain dissatisfied. This may be because the Council doesn't promote the good work done locally, or it could be linked to issues outside the direct control of the housing department, such as rubbish collection.

The assessment of tenants' comments over the year helps to understand this response a little better and highlights areas in need of improvement.

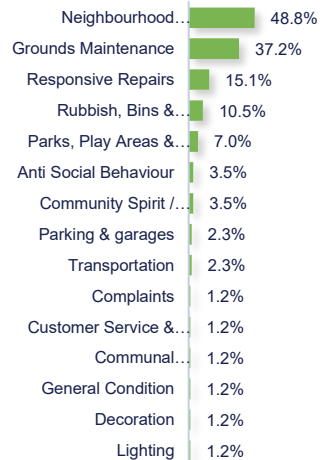


# Neighbourhood Contribution

Base Size: 86



## Top Subcategories




Attribute	Count	%	Sentiment Score	Sentiment Group
Accessibility			-	
Accountability			-	
Appointments / Convenience	1	0.9%	+5.00	100%
Communication / Transparency	3	2.8%	-2.33	33% Positive, 67% Negative
Consistency			-	
Effort	1	0.9%	-5.00	100%
Empathy	1	0.9%	+5.00	100%
Fairness			-	
Listening / Acting	1	0.9%	-5.00	100%
Quality of Work / Service	30	32.4%	+1.20	63% Positive, 30% Negative
Resolution	1	0.9%	-5.00	100%
Safety			-	
Satisfaction	15	15.7%	+2.20	60% Positive, 27% Neutral, 13% Negative
Staff Conduct			-	
Trust	1	0.9%	+3.00	100%
Worker Conduct	1	0.9%	+5.00	100%
Timeliness / Responsiveness	8	11.1%	-0.13	50% Positive, 13% Neutral, 38% Negative
No Comments	7	6.5%	-1.43	71% Neutral, 29% Negative
Subcategory, no attribute (yet)	25	25.0%	-0.16	36% Positive, 28% Neutral, 36% Negative

Many respondents appreciate the maintenance of green spaces, with frequent mentions of grass cutting and general tidiness. Positive comments highlight the friendly atmosphere and the effectiveness of the Council in addressing issues when reported. However, there are significant concerns about inadequate responses to safety hazards, such as uneven paths and overgrown areas, which pose trip risks.

Several respondents express dissatisfaction with the lack of proactive measures, particularly regarding drug-related issues and litter management. Complaints about delayed responses to potholes and the presence of graffiti indicate a need for improved maintenance. Some tenants feel neglected, noting that they rarely see Council representatives or receive updates on community improvements.

While some appreciate the occasional community initiatives, like skip days for rubbish disposal, others feel that the Council's efforts are minimal and primarily focused on grass cutting. Overall, the feedback suggests a desire for more comprehensive engagement and action from the Council to enhance community safety and cleanliness.



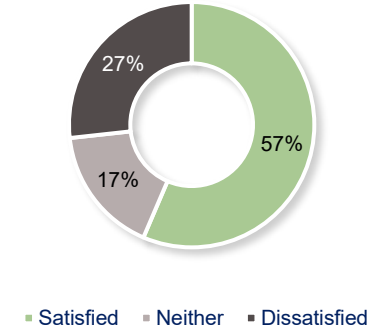
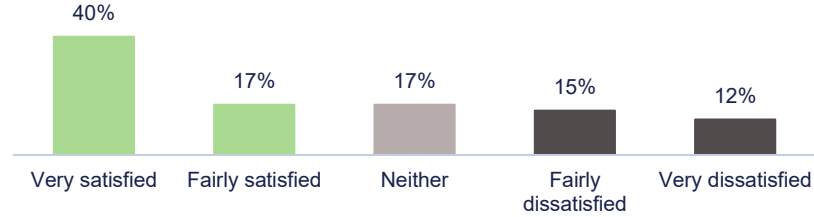
**Please respect our  
neighbours and  
keep noise to a  
minimum**



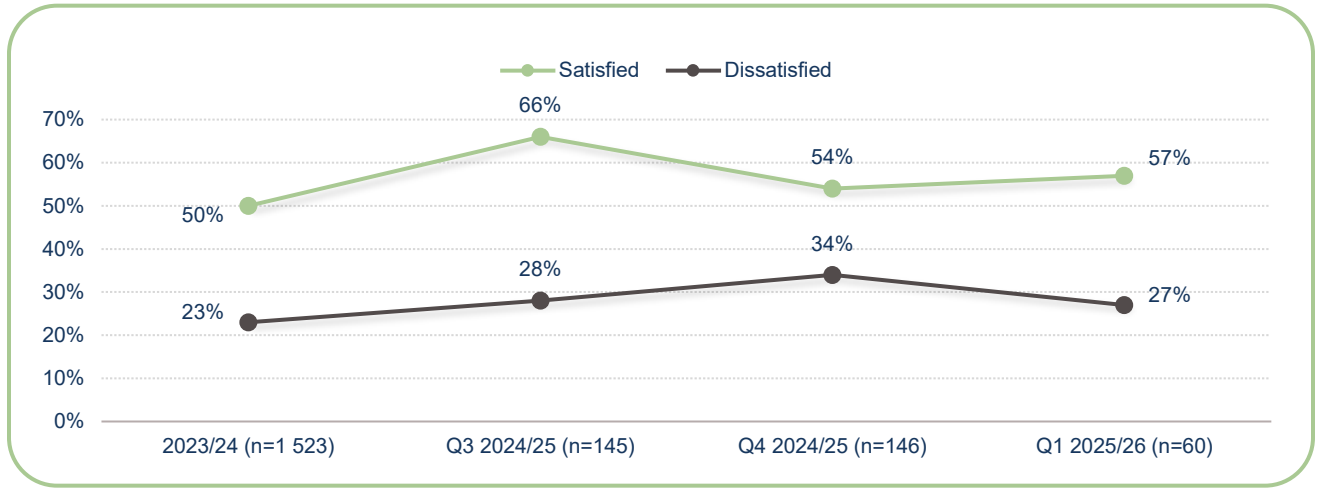
# Approach to ASB

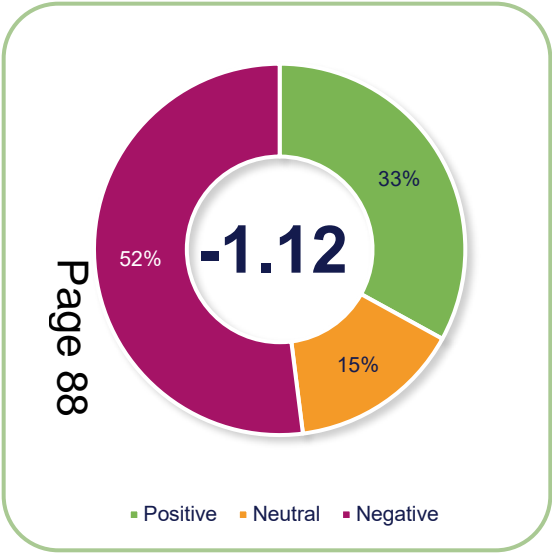
Fewer tenants are satisfied with the Council's approach to dealing with anti-social behaviour (57%). Although this has increased in Q1, up 3p.p, and dissatisfaction is down by 7p.p over the same period.

Just over a quarter are dissatisfied with the approach taken, with tenants citing issues with noise, drug activity and general ASB locally and the apparent inaction of the Council in dealing with this.



Page 87





Attribute	Count	%	Sentiment Score	Sentiment Group
Accessibility			-	
Accountability	1	1.7%	-5.00	100% Positive
Appointments / Convenience			-	
Communication / Transparency	3	5.0%	+1.00	67% Positive, 33% Negative
Consistency			-	
Effort			-	
Empathy	1	1.7%	+3.00	100% Positive
Fairness			-	
Listening / Acting	13	21.7%	-1.31	31% Positive, 15% Neutral, 54% Negative
Quality of Work / Service	10	16.7%	-1.20	30% Positive, 20% Neutral, 50% Negative
Resolution	9	15.0%	-2.78	22% Positive, 78% Negative
Safety	1	1.7%	-5.00	100% Negative
Satisfaction	3	5.0%	+3.33	67% Positive, 33% Neutral
Staff Conduct			-	
Trust			-	
Worker Conduct			-	
Timeliness / Responsiveness	21	35.0%	-0.81	38% Positive, 10% Neutral, 52% Negative
No Comments	9	15.0%	-0.22	33% Positive, 33% Neutral, 33% Negative
Subcategory, no attribute (yet)	11	18.3%	-3.36	18% Positive, 82% Negative

When asked to provide thoughts on how the Council handles ASB some respondents report positive experiences, noting quick responses to complaints and effective resolutions, particularly in areas with vulnerable populations or where issues have been previously addressed. For instance, several individuals mention that their complaints about noise, drug-related activities, and disruptive neighbours were dealt with promptly.

Conversely, other respondents express frustration with the Council's inaction. Many highlight ongoing issues, such as persistent drug dealing, noise disturbances, and vandalism, which they feel have not been adequately addressed. Some tenants report feeling unsafe and note that complaints often lead to a cycle of passing responsibility between the Council and the Police, resulting in a lack of resolution.

Additionally, there are sentiments of helplessness among those who have witnessed ASB but feel that reporting it yields no results. Overall, while some areas experience effective intervention, there is a clear demand for improved responsiveness and accountability from the Council in managing ASB.



## Respectful & Helpful Engagement



# Respectful & Helpful Engagement

All these engagement measures show increased satisfaction in Q1, with all now at their highest points since these surveys began.

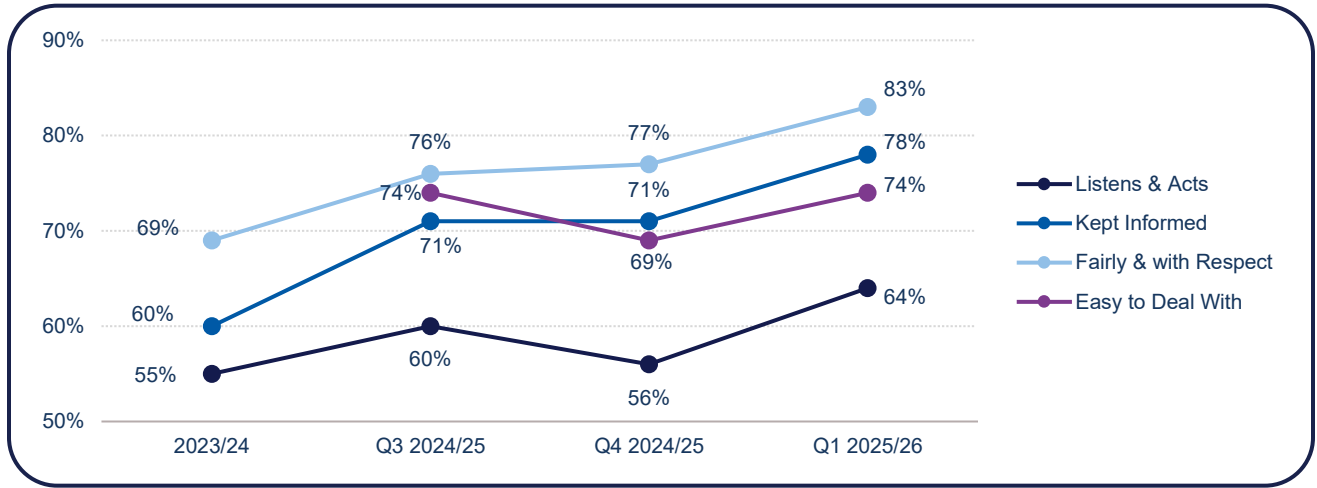
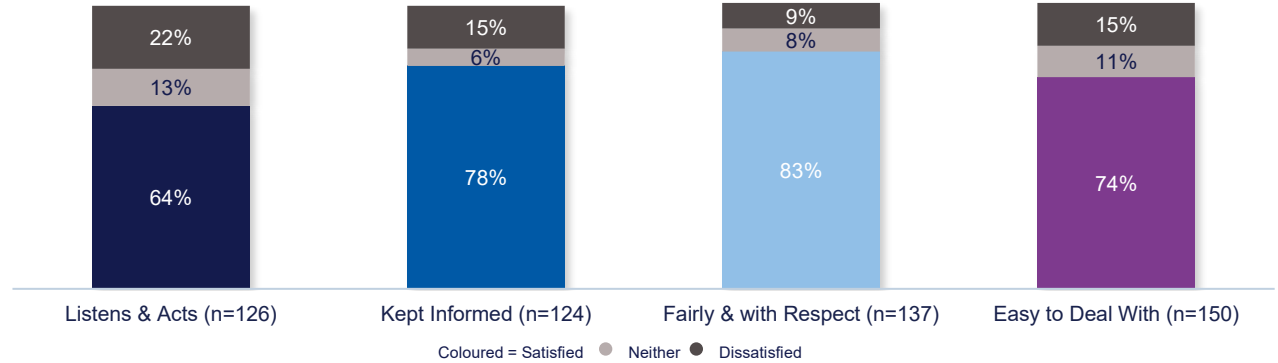
Three-quarters of tenants (74%) find dealing with the Council easy, up 5p.p, although 15% find it difficult.

A few more (78%) are satisfied that the Council keeps them informed about things that matter to them, up 7p.p, but again 15% are dissatisfied.

One of the highest ratings in the survey is for the way the Council treats its tenants fairly and with respect, now at 83% from 77% in Q4; just 9% disagree with the way they are treated.

Commonly, satisfaction with the way the landlord listens to tenants' views and acts upon them is lower than these other engagement measures, and this is true here, with 64% satisfied and 22% dissatisfied. However, this has also increased in satisfaction to its all-time high position of 64%.

All these changes are encouraging and suggest the Council is engaging well with its tenants. This is supported by the largely positive comments made about customer service and engagement overall.

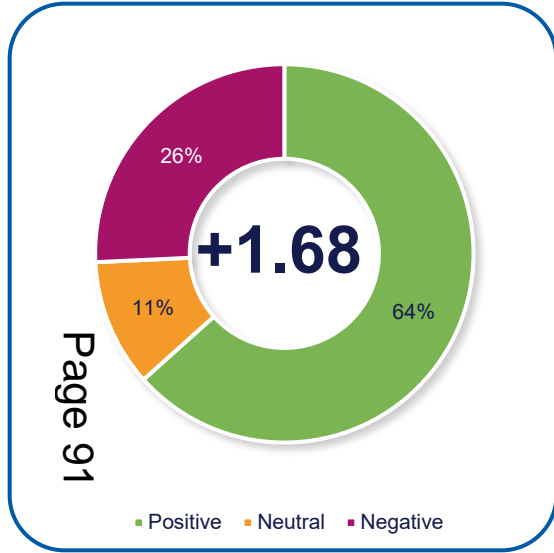


Customer

# Customer Service & Communication



Base Size: 151



Attribute	Count	%	Sentiment Score	Sentiment Group
Accessibility			-	
Accountability			-	
Appointments / Convenience	3	2.0%	-0.67	33% Positive, 33% Neutral, 33% Negative
Communication / Transparency	32	21.2%	+1.91	66% Positive, 9% Neutral, 25% Negative
Consistency	2	1.3%	-1.00	50% Positive, 50% Negative
Effort	13	8.6%	-0.38	38% Positive, 15% Neutral, 46% Negative
Empathy	2	1.3%	0.00	50% Positive, 50% Negative
Fairness			-	
Listening / Acting	19	12.6%	+0.16	47% Positive, 11% Neutral, 42% Negative
Quality of Work / Service	9	6.0%	+4.78	100% Positive
Resolution	11	7.3%	+1.27	64% Positive, 9% Neutral, 27% Negative
Safety	1	0.7%	-5.00	100% Negative
Satisfaction	26	17.2%	+3.88	92% Positive, 8% Negative
Staff Conduct	44	29.1%	+3.18	82% Positive, 14% Negative
Trust	2	1.3%	0.00	50% Positive, 50% Negative
Worker Conduct	4	2.6%	+1.25	50% Positive, 25% Neutral, 25% Negative
Timeliness / Responsiveness	36	23.8%	+2.47	75% Positive, 22% Negative
No Comments	3	2.0%	-1.67	67% Neutral, 33% Negative
Subcategory, no attribute (yet)	21	13.9%	+0.05	43% Positive, 19% Neutral, 38% Negative

The increase in all satisfaction measures related to customer service is also reflected in the comments and over-riding sentiment, with many respondents expressing satisfaction with the politeness and professionalism of staff, highlighting effective communication and prompt responses to issues. Positive comments include the quick resolution of problems, helpfulness, and the provision of regular updates through newsletters. However, significant concerns arise regarding accessibility and responsiveness. Several respondents report difficulties in reaching the right department, long wait times on the phone, and issues with the automated system, which can be frustrating, especially for elderly customers.

Criticism is directed towards the inconsistency in service quality, with some respondents feeling ignored or dismissed, particularly in urgent situations. Complaints about unresolved maintenance issues and a lack of follow-up are prevalent, indicating a gap in service delivery. Additionally, some respondents express dissatisfaction with the handling of sensitive matters, such as personal circumstances and housing needs. Overall, while there are commendable aspects of the service, the feedback underscores the need for improvements in communication efficiency, responsiveness, and the handling of customer concerns to enhance overall satisfaction.



## Effective Handling of Complaints



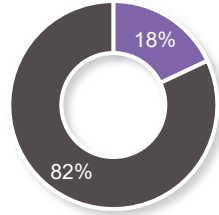
# Effective Handling of Complaints

A fifth of tenants said they had made a complaint to NYC in the last 12 months (18%), although it is impossible to tell how many of these are genuine complaints or service requests yet to be fully actioned.

Nevertheless, just 33% of tenants are satisfied with the handling of these complaints, and almost twice as many (63%) are dissatisfied. There are 41% of tenants very dissatisfied with the process. Satisfaction has fallen by 3p.p and at the same time, dissatisfaction is up 6p.p.

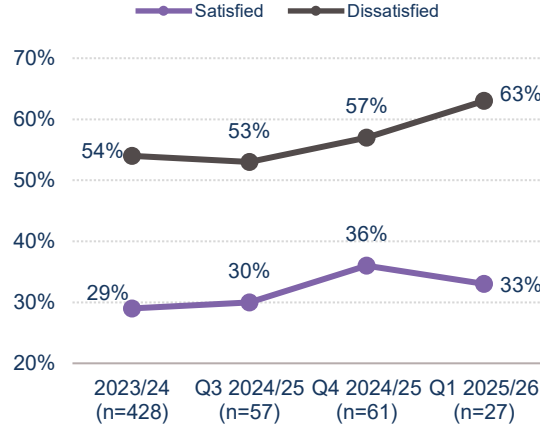
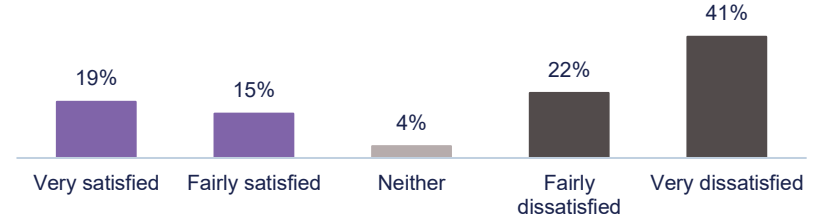
The Council also used this opportunity to find out about the type of complaint. Just over two-fifths of complaints are about the ASB (37%), with 30% concerning repairs and a further 7% about the condition of their property.

### Complaint in last 12 months

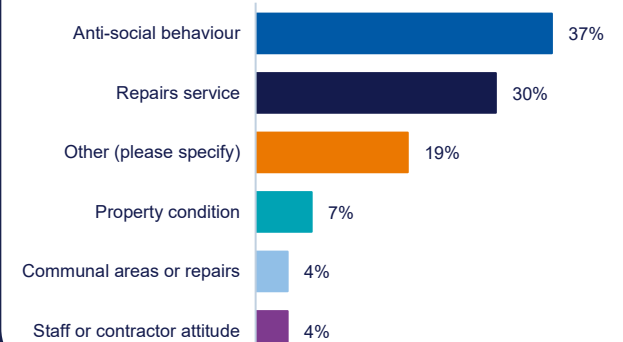


■ Yes ■ No

### Satisfaction with Complaints Handling



### Complaint Type

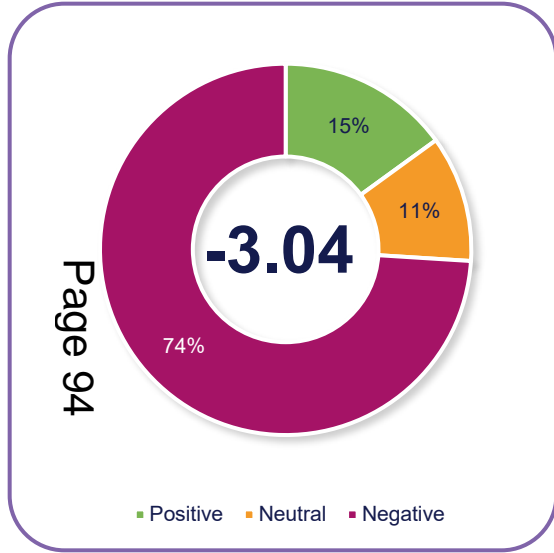


Page 99

# Complaints



Base Size: 27



Attribute	Count	%	Sentiment Score	Sentiment Group
Accessibility			-	
Accountability			-	
Appointments / Convenience	1	3.7%	-5.00	100%
Communication / Transparency	11	40.7%	-4.27	9% Positive, 91% Negative
Consistency			-	
Effort	1	3.7%	-5.00	100%
Empathy	1	3.7%	-5.00	100%
Fairness			-	
Listening / Acting	5	18.5%	-5.00	100%
Quality of Work / Service	3	11.1%	+1.67	67% Positive, 33% Negative
Resolution	12	44.4%	-3.08	17% Positive, 8% Neutral, 75% Negative
Safety			-	
Satisfaction	2	7.4%	+2.50	50% Positive, 50% Neutral
Staff Conduct			-	
Trust			-	
Worker Conduct			-	
Timeliness / Responsiveness	9	33.3%	-1.33	33% Positive, 11% Neutral, 56% Negative
No Comments			-	
Subcategory, no attribute (yet)	1	3.7%	-5.00	100%

When asked about the complaints process, just 27 comments were received, and these reveal a divide in customer experiences regarding complaint handling. A portion of respondents express satisfaction, noting that complaints were addressed quickly and professionally, with some receiving prompt responses. However, a number report severe dissatisfaction, highlighting issues such as lack of communication, prolonged delays, and unresolved complaints.

Many respondents indicated that their complaints had been ignored or inadequately addressed, with some waiting over a year for a response. Specific grievances include unaddressed maintenance issues, such as faulty radiators and graffiti, and concerns about safety and environmental issues, like overgrown trees and drug-related activities in the community.

Several respondents mention feeling frustrated by the process, describing experiences of being passed around without resolution or being told to wait indefinitely. The sentiment of neglect is prevalent, with comments indicating a lack of interest from the service provider in resolving issues.



**Wellbeing**



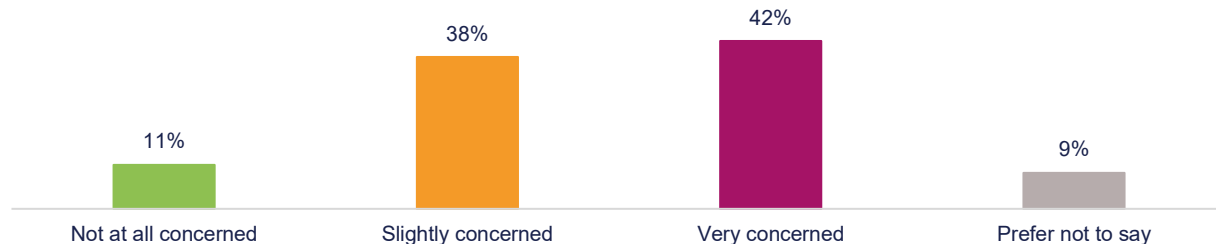
# Cost of Living

Tenants were asked: "How concerned are you about the cost-of-living crisis for you personally?"

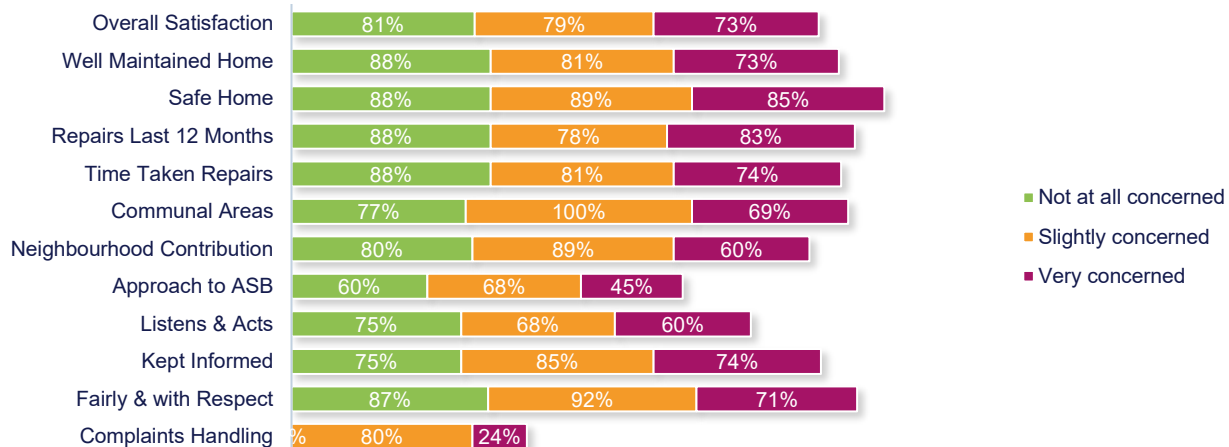
The majority of tenants are at least slightly concerned (80%), with slightly more very concerned (42%) than slightly concerned (38%). Just 11% are not concerned at all, with 9% preferring not to say.

The table to the right shows the cost-of-living concerns by satisfaction. Evidence from similar surveys does suggest that those concerned are generally a little less satisfied with their homes and the services they receive. This suggests that any help the Council can offer its tenants, with things like budgeting and benefits, may not only improve their lives but also lead to higher levels of satisfaction.

## Cost of Living Concern



## Cost of Living Concern & Satisfaction





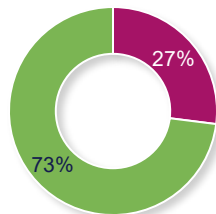
# Damp and Mould

Just over a quarter of tenants said they have problems with damp & mould in the home (27%), although this is down a little since the previous survey.

However, 70% of these have reported the problem to the Council, although 30% haven't.

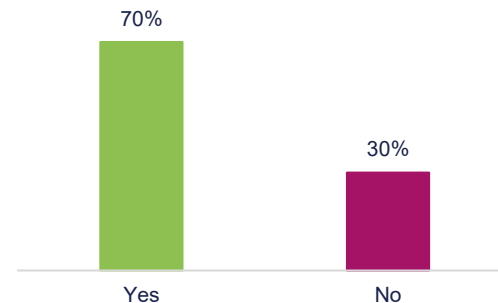
Acuity has sent through the names and addresses of those with problems to the Council to follow up.

## Currently Suffer from Damp & Mould

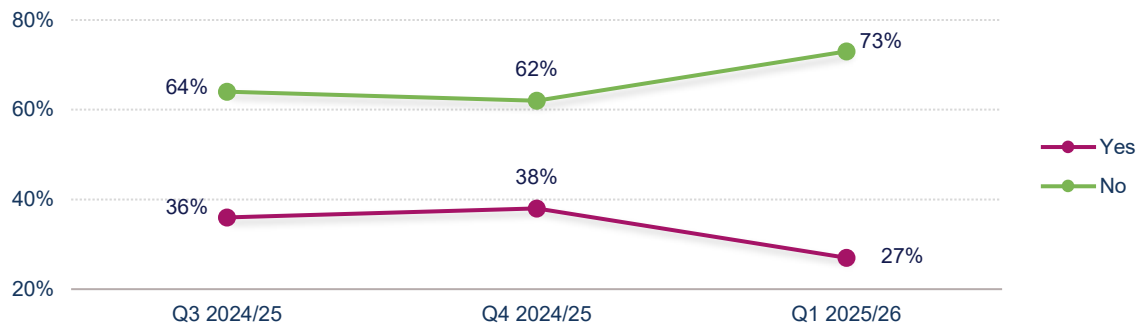


■ Yes ■ No

## Reported Damp & Mould



## Suffering from Damp & Mould over time





# Trends



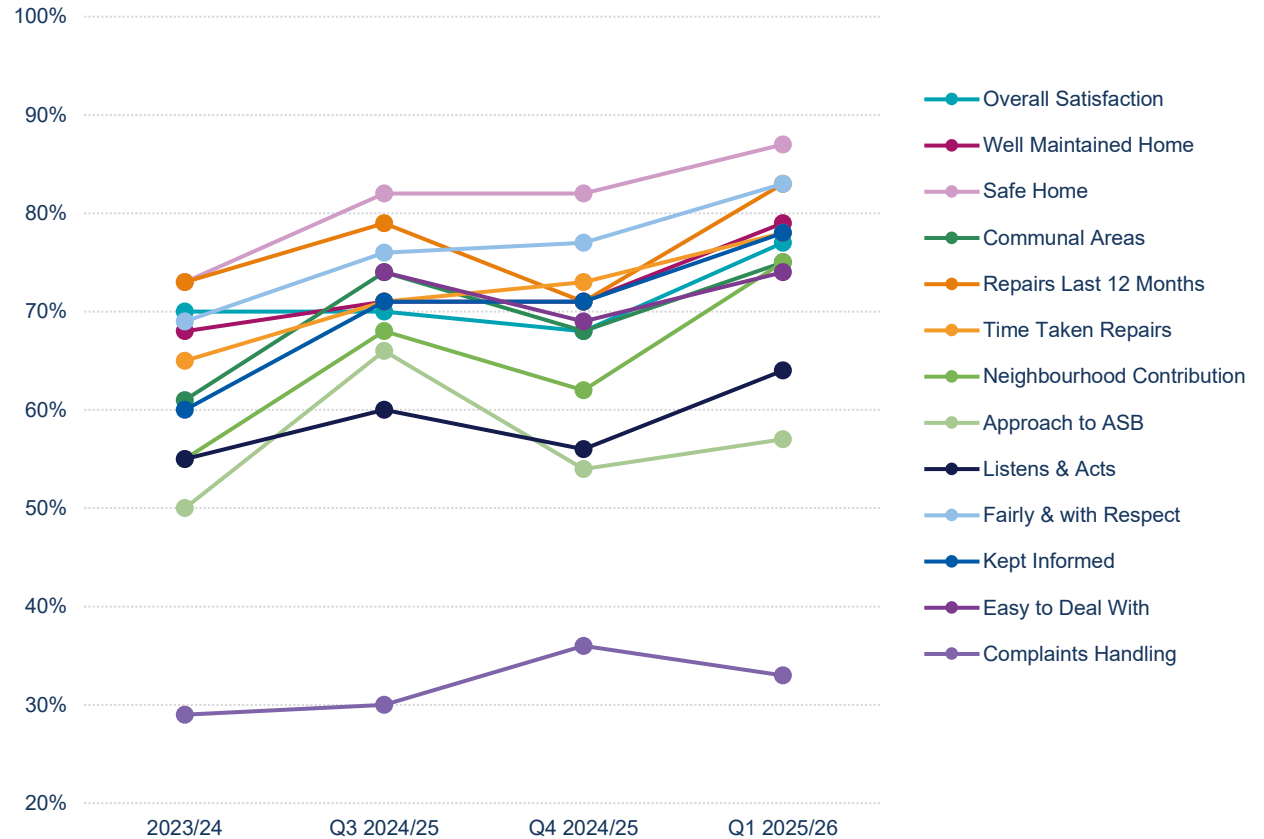
# Trends Over Time

Satisfaction across all the different measures in the survey, bar one, is up in Q1, the only exception being the handling of complaints, which is down by 2p.p.

Overall satisfaction is up 9p.p with even higher changes for the repairs service in the last 12 months (up 12p.p) and the contribution to the neighbourhood (up 13p.p). Many of these measures are now at their highest points since these surveys began.

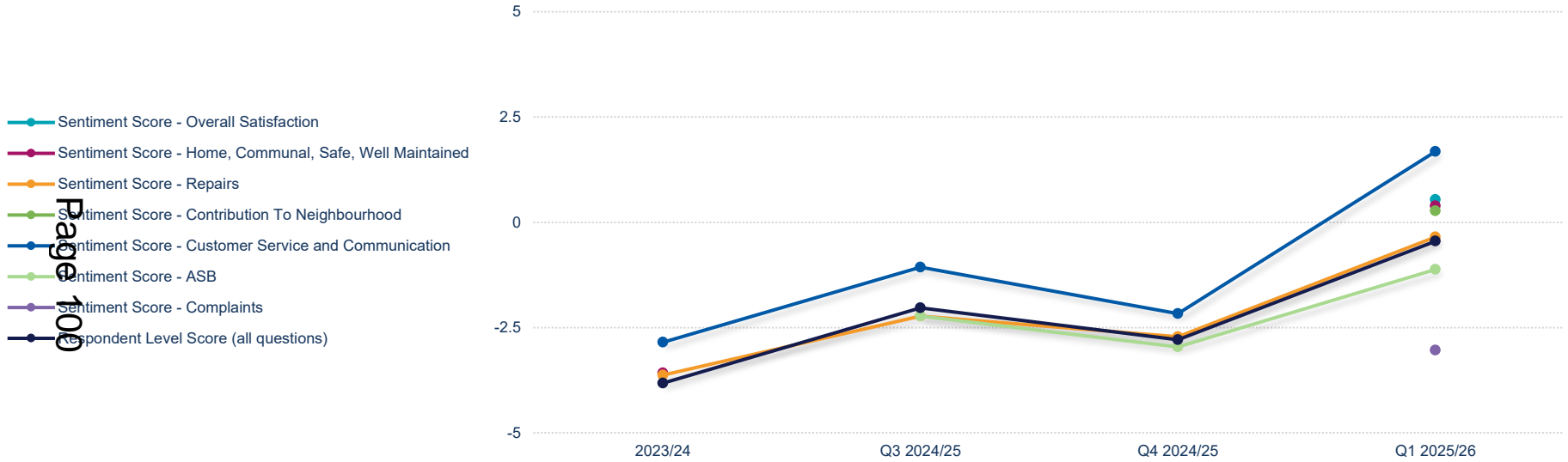
To be statistically significant, changes need to exceed the margins of error for the last two surveys, around 16p.p, so none of these changes reach this, but small changes could indicate a direction of travel.

Page 99





# Trends Over Time - Sentiment Scores



*A sharp increase in scores and base size in April 25/26 is due to a change in the survey approach — instead of only asking follow-up questions to dissatisfied residents, we began asking all residents.*

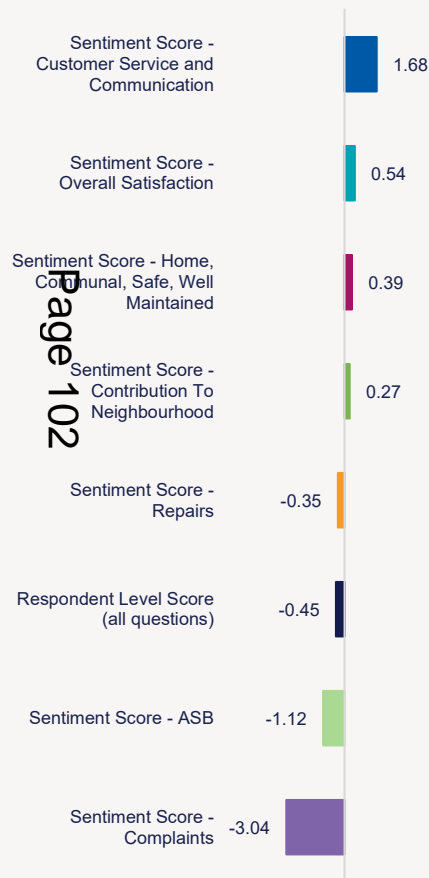
The sentiment trend over time is currently only populated by a few measures, and the rises in Q1 2025/26 are due to do with the change in the questions to include all customers, not just those dissatisfied.

However, as time progresses, NYC will start to see whether its tenants' opinion of the service received is improving or worsening. This will give the Council the chance to act on any changes, so improving the service that matters most to customers.



# Summary

## Sentiment Scores



## Summary

### Overall Satisfaction

Survey responses reveal mixed sentiments about North Yorkshire Council's housing services. While many appreciate prompt repairs and helpful staff, significant concerns arise regarding slow response times, unresolved maintenance issues, and inadequate support for vulnerable residents, particularly those with disabilities.

### The Home

There is also a mix of satisfaction and dissatisfaction regarding safety and maintenance. While many feel secure and appreciate timely repairs, issues like poor communal area upkeep, delayed maintenance, and inadequate safety measures for vulnerable residents persist, highlighting areas for improvement.

### Repairs

While many respondents praised promptness and professionalism, issues like poor communication, long wait times, and incomplete repairs were frequently mentioned. Some reported satisfactory resolutions, while others express frustration over unresolved problems.

### Neighbourhood Contribution

When asked to share views on how the Council contributes to the neighborhood, many appreciate grass cutting and general maintenance, while others express dissatisfaction with issues like overgrown areas, safety hazards, and lack of community engagement. Concerns about drug-related activities and inadequate facilities for children are also noted.

### ASB

While some respondents appreciate prompt action and effective communication, others express frustration over inaction, slow responses, and unresolved issues, particularly concerning drug-related activities and noisy neighbours.

### Customer Service & Communication

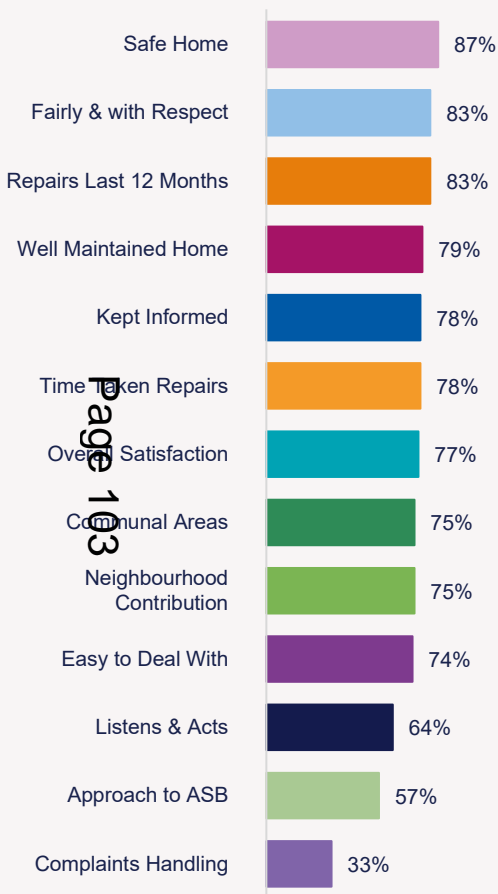
Highlights such as promptness and politeness from some staff were seen throughout the data when tenants discussed customer service; however, others reported difficulties in communication and unresolved issues. Many appreciate the newsletters, but frustrations arise from long wait times and inconsistent follow-up.

### Complaints

Finally, there is a significant divide in complaint-handling experiences. While some respondents report quick and professional resolutions, many express frustration over a lack of communication, unresolved issues, and prolonged waiting times, indicating a need for improved responsiveness and follow-up processes.



## Satisfaction with Measures



# Summary & Recommendations

## Summary

Acuity was commissioned by North Yorkshire Council to undertake independent satisfaction surveys of its tenants during 2024/25, and now into 2025/26, based on the Tenant Satisfaction Measures from the Regulator of Social Housing, using its in-house telephone calling team. At the close of the Q1 survey, 150 interviews were completed, and this report is based on these.

Satisfaction is high and has generally increased since Q4 24/25. There are 77% of tenants satisfied with the overall service, and this sits in the middle of the range of survey measures. The highest satisfaction is for the safety of the home (87%), with 83% satisfied with both the way they are treated fairly and with respect, and for the repairs service in the last 12 months. Just three measures have satisfaction below 70%, listening to tenants' views (64%), the handling of ASB (57%) and just 33% are satisfied with the handling of complaints, with almost twice as many dissatisfied.

All but one measure (complaints down 2p.p) has increased satisfaction in Q1. Overall satisfaction is up 9p.p with even higher increases for the repairs service (up 12p.p) and the contribution the Council makes to the neighbourhood (up 13p.p).

For the first time, sentiment analysis has been used against seven qualitative questions, covering the main areas of service. This gives a sentiment score based on the comments made and also highlights where tenants are happy with the service or where they think improvements could be made. The overall sentiment score is -0.45, with a mixture of positive and negative scores for the remaining services, including a high score of +1.68 for customer service but -3.04 for complaints. Analysing the sentiment scores and reading the comments will help NYC get a better understanding of what is driving satisfaction and what is not working quite as well.

## Recommendation

**Complaints** – Most complaints are about ASB and repairs, but just 33% of those affected are satisfied with how these are handled, and 63% are dissatisfied. Tenants complain of delays, a lack of communication and complaints remaining unresolved. As a result, some feel ignored, passed around and neglected. The Council should look at the process again and focus on improving communication, responsiveness and customer service to improve satisfaction with this process.

**Engagement** – Whilst many are satisfied with being treated fairly and finding it easy to deal with the Council, fewer feel their views are listened to and acted upon. Although some praise the politeness and professionalism of staff, access to the right person is a problem, and some experience long waits on phone calls and difficulty with the automated phone system, particularly older tenants. There also appears to be an inconsistency in service. The Council should review its contact processes to make it as easy as possible to report issues and improve communication to keep tenants up to date with progress.





Page 104

This research project was carried out to conform with ISO 20252:2019 and the MRS Code of Conduct.

For further information on this report please contact:  
**Denise Raine:** [denise.raine@arap.co.uk](mailto:denise.raine@arap.co.uk)

Acuity  
Tel: 01273 287114  
Email: [acuity@arap.co.uk](mailto:acuity@arap.co.uk)  
Address: PO Box 395, Umberleigh, EX32 2HL



Certificate No:359292021



Certificate Number: 460492024



## North Yorkshire Council

### Housing and Leisure Overview and Scrutiny Committee 23 September 2025

#### Housing Complaints Handling Update Q1 2025/26

Report of the Corporate Director Community Development

#### **1.0 PURPOSE OF**

- 1.1 To provide an update to the Housing and Leisure Overview and Scrutiny Committee on the complaints handling performance within the Housing Service.

#### **2.0 SUMMARY**

- 2.1 Complaint handling is a critical component of effective service delivery. Complaints provide crucial insights into residents' experiences which can help direct service improvement. As both a landlord and the strategic housing authority, North Yorkshire Council need to be receptive to complaints to help build a greater understanding of residents' priorities and areas of shortfall in our provision. Clear and transparent complaint handling is vital to ensure lessons can be learnt from outcomes.
- 2.2 As a social landlord our responsibilities around complaint handling are set out in legislation and codes of guidance. Effective complaints handling, and the accurate recording of this data are key requirements social housing landlords are required to adhere to under the Social Housing (Regulation) Act 2023 and the Housing Ombudsman's Complaints Handling Code. This legislation gave the Housing Ombudsman responsibility to monitor compliance with the complaints handling code.
- 2.3 As a social landlord a positive complaint handling culture supports the cultivation of a positive relationship with our tenants who can then trust us to respond to complaints in a timely manner. Being viewed as a proactive landlord who responds to tenant needs works towards North Yorkshire Council's commitment to improving our tenant's overall experience. Elected Members play a crucial part in this by challenging and scrutinising our complaints data.

#### **3.0 BACKGROUND**

- 3.1 The Social Housing (Regulation) Act 2023 requires social landlords to measure tenant satisfaction, complaints handling is included in this metric. This legislation gave the Housing Ombudsman Complaints Handling Code statutory power. Therefore, there is a legal obligation for local authorities to comply with, and demonstrate their compliance, with this code.
- 3.3 The Housing Ombudsman provides a skeleton framework to which all social housing providers must adhere to, but it is up to the individual housing provider to decide the operational components of this framework to account for their service capacity.
- 3.4 As a result of NYC's first self-assessment of compliance with that code the Housing Complaints Policy was updated June 2024, utilising the Housing Ombudsman's framework to develop an improved policy.
- 3.5 As obligated by the Housing Ombudsman, North Yorkshire Council has a two stage complaints process. At Stage One, an acknowledgement will be provided within five working days, and a response within 10 working days detailing any resolution that may take place. Should a tenant be unhappy with their outcome, they can request for their complaint to be raised to Stage Two. At this stage, a response must be given within 20 working days.

## 4.0 COMPLAINTS PERFORMANCE

4.1 A complaint is defined as: ‘an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.’ A tenant does not have to use the word ‘complaint’ for it to be treated as such.

4.2 During Quarter One 2025/26 the Housing Service received a total of 89 new Stage One complaints. Table One below shows that 18 of those complaints were regarding General Fund Housing Services whilst 71 were from our social housing tenants/ leaseholders.

Table 1 Count of new Stage One complaints by acknowledgement date

Type		Stage 1			
Count of Ref	Column Labels	Apr	May	Jun	Grand Total
<b>Row Labels</b>					
<b>Housing - General</b>		<b>8</b>	<b>4</b>	<b>6</b>	<b>18</b>
Housing Delivery				1	1
Housing Management				2	2
Housing Needs		6	2	2	10
Housing Renewal		1	2	1	4
Housing Standards		1			1
<b>Housing - Tenant</b>		<b>21</b>	<b>25</b>	<b>25</b>	<b>71</b>
Housing Delivery		1		1	2
Housing Management		1	6	5	12
Housing Needs				1	1
Housing Standards		19	19	18	56
<b>Grand Total</b>		<b>29</b>	<b>29</b>	<b>31</b>	<b>89</b>

4.3. A further breakdown (Table 2) highlights that 64% of all complaints received were regarding our Housing Standards Service (responsible for council house repairs, stock condition and planned maintenance) and 16% were regarding Housing Management (responsible for tenancy management). Therefore in Quarter 1, 83% of all housing complaints were regarding our landlord services.

4.4 The split between complaints received about our landlord services and general housing complaints remains consistent with the 2024/25 figures where the majority of complaints received were from our tenants and/or leaseholders. Table 3 below details a further breakdown of complaints received about our landlord services.

Table 2 Number of new Stage One Housing Complaints by Service Area, monthly

Service Area		(All)											
Type		Stage 1											
Column Labels													
Q1 25/26													
Apr		May		Jun		Q1 25/26 % of column total		Q1 25/26 Numerator		Total % of column total		Total Numerator	
Row Labels	% of column total	Numerator	% of column total	Numerator	% of column total	Numerator							
Housing Delivery	3.45%	1	0.00%	0	6.45%	2	3.37%	3	3.37%	3			3
Housing Management	3.45%	1	20.69%	6	22.58%	7	15.73%	14	15.73%	14			14
Housing Standards	68.97%	20	65.52%	19	58.06%	18	64.04%	57	64.04%	57			57
Housing Needs	20.69%	6	6.90%	2	9.68%	3	12.36%	11	12.36%	11			11
Housing Renewal	3.45%	1	6.90%	2	3.23%	1	4.49%	4	4.49%	4			4
<b>Grand Total</b>	<b>100.00%</b>	<b>29</b>	<b>100.00%</b>	<b>29</b>	<b>100.00%</b>	<b>31</b>	<b>100.00%</b>	<b>89</b>	<b>100.00%</b>	<b>89</b>			<b>89</b>

Table 3 Number of new Stage One Housing Tenant Complaints by Service Area, monthly

Stage One Tenant Complaints by Complaint Classification

Service Area		Housing - Tenant											
Type		Stage 1											
Column Labels													
Q1 25/26													
Apr		May		Jun		Q1 25/26 % of column total		Q1 25/26 Numerator		Total % of column total		Total Numerator	
Row Labels	% of column total	Numerator	% of column total	Numerator	% of column total	Numerator							
Housing Delivery	4.76%	1	0.00%	0	4.00%	1	2.82%	2	2.82%	2			2
Other	4.76%	1	0.00%	0	4.00%	1	2.82%	2	2.82%	2			2
Housing Management	4.76%	1	24.00%	6	20.00%	5	16.90%	12	16.90%	12			12
Anti-Social Behaviour	0.00%	0	12.00%	3	0.00%	0	4.23%	3	4.23%	3			3
Communal/ Shared Area	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Communications	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Housing Allocations Policy/ Decision	0.00%	0	4.00%	1	8.00%	2	4.23%	3	4.23%	3			3
Staff/ Contractor Conduct	4.76%	1	8.00%	2	4.00%	1	5.63%	4	5.63%	4			4
Housing Standards	90.48%	19	76.00%	19	72.00%	18	78.87%	56	78.87%	56			56
Communications	19.05%	4	8.00%	2	0.00%	0	8.45%	6	8.45%	6			6
Damp and Mould Concern	4.76%	1	4.00%	1	8.00%	2	5.63%	4	5.63%	4			4
Gas Safety Concern	4.76%	1	0.00%	0	0.00%	0	1.41%	1	1.41%	1			1
Lift Safety Concern	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Other	4.76%	1	4.00%	1	0.00%	0	2.82%	2	2.82%	2			2
Repairs - dissatisfaction with quality of work	9.52%	2	0.00%	0	0.00%	0	2.82%	2	2.82%	2			2
Repairs - time take to resolve	42.86%	9	56.00%	14	44.00%	11	47.89%	34	47.89%	34			34
Staff/ Contractor Conduct	4.76%	1	4.00%	1	4.00%	1	4.23%	3	4.23%	3			3
Building Fabric Concern	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Water Safety Concern	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Fire Safety Concern	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Housing Needs	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
Staff/ Contractor Conduct	0.00%	0	0.00%	0	4.00%	1	1.41%	1	1.41%	1			1
<b>Grand Total</b>	<b>100.00%</b>	<b>21</b>	<b>100.00%</b>	<b>25</b>	<b>100.00%</b>	<b>25</b>	<b>100.00%</b>	<b>71</b>	<b>100.00%</b>	<b>71</b>			<b>71</b>

## 5.0 HRA COMPLAINTS

- 5.1 Further analysis of the complaints received for our landlord services shows that of the 71 received in Quarter 1, 79% (56) were regarding our Housing Standards service and of those 56, 48% (34) were classified as 'Repairs – time taken to resolve'. This is reflective of the high volume of repair requests being received, alongside the increased workload of the repairs time in dealing with repairs raised as a result of the stock condition survey programme.
- 5.2 Table 4 provides a breakdown of Stage One landlord service complaints by locality. The information available shows that overall, the number of complaints is reflective of the size of the housing stock in the localities, with no noticeable peaks. The average number of new stage one complaints received per month in Quarter One was 23.6, this has fallen from an average of 30 per month across 2024/25.

Table 4 Stage One complaints received by month and locality

Service Area	Housing - Tenant	Column Labels			Grand Total
Type	Stage 1	Apr	May	Jun	Grand Total
<b>Housing Delivery</b>		1	1		2
Harrogate			1		1
Selby		1			1
<b>Housing Management</b>		1	6	5	12
Hambleton			1		1
Harrogate			3	3	6
Richmondshire		1			1
Scarborough			1		1
Selby			3		3
<b>Housing Needs</b>			1		1
Harrogate			1		1
<b>Housing Standards</b>		19	19	18	56
Hambleton		1	2		3
Harrogate		9	10	7	26
Richmondshire		4	1	2	7
Selby		5	8	6	19
(blank)			1		1
<b>Grand Total</b>		<b>21</b>	<b>25</b>	<b>25</b>	<b>71</b>

- 5.3 Despite high complaint figures not necessarily being indicative of poor provision, in Quarter One 61% of tenant complaints were either upheld (51%) or partly upheld (10%). This is a slight decrease from 2024/25 when 67% were upheld (55%) or partly upheld (12%).

Table 5 Summary of outcomes of those complaints closed in month

Service Area	Housing - Tenant
Type	Stage 1
Status	Closed

Labels	Count	%	Count	%	Count	%	Total Count	Total %
<b>Upheld</b>	9	60.00%	13	48.15%	9	47.37%	31	
		50.82%						
<b>Partly Upheld</b>	2	13.33%	1	3.70%	3	15.79%	6	
		9.84%						
<b>Not Upheld</b>	4	26.67%	10	37.04%	4	21.05%	18	
		29.51%						
<b>Not Pursued / Investigated</b>		0.00%	1	3.70%	3	15.79%	4	
		6.56%						
<b>N/A</b>		0.00%	2	7.41%		0.00%	2	
		3.28%						
<b>Grand Total</b>	15	100.00%	27	100.00%	19	100.00%	61	
		100.00%						

- 5.4 During 2024/25 the service were actively monitoring the increase in complaints received and increasing our communications with tenants and staff around the complaints process. This, alongside our improved complaint handling process resulted in an increased number of complaints and an increase in complaints being upheld. It is yet to be seen if this decrease in complaints received and decrease in complaints being upheld is part of a longer term trend and should be viewed alongside tenant satisfaction feedback to determine if this signifies an improvement in service provision and complaint handling or apathy with the complaints process.
- 5.5 Regarding our complaint handling performance and compliance with response timescales. Performance during Quarter One averaged at 85% of complaints responded to within timescale. (Table 6) This is an increased on the 2024/25 average where 69% of Stage One complaints were responded to within timescale.

Table 6 Summary of Stage One complaints closed in month within policy timescales

Service Area		Housing - Tenant		Type		Stage 1		Status		Closed	
Column Labels		Apr		May		Jun		Total Count		Total %	
Row Labels	Count	%	Count	%	Count	%					
N	1	6.67%	5	18.52%	3	15.79%			9		
Y	14	85.25%	22	93.33%	16	84.21%			52		
<b>Grand Total</b>	<b>15</b>	<b>100.00%</b>	<b>27</b>	<b>100.00%</b>	<b>19</b>	<b>100.00%</b>			<b>61</b>		

5.6 In terms of Stage Two complaints received in Quarter One, 13 new complaints were received for landlord services. 85% (11) of these Stage Two complaints were assigned to Housing Standards. This is equivalent to 15% of Stage One complaints resulting in a Stage Two complaint, demonstrating the effective complaint handling by the Housing Team as tenants feel satisfied with a resolution to their complaint. The low proportion of tenants requiring follow up investigation is indicative of the Housing Service’s ability to respond and resolve complaints to a satisfactory level.

## 6.0 CONTRIBUTION TO COUNCIL PRIORITIES

- 6.1 Having an effective complaints policy aligns to two key council priorities:
- Good quality, value for money services that are customer focused and accessible to all.
  - People are free from harm and feel safe and protected.

## 7.0 FINANCIAL IMPLICATIONS

7.1 Complaints which are not resolved to a satisfactory standard for the tenant can be progressed to the Housing Ombudsman. This can have financial implications for the Council the Ombudsman can direct compensation. It is within the Council’s interest to action and resolve complaints quickly.

## 8.0 LEGAL IMPLICATIONS

- 8.1 The implementation of the Social Housing (Regulation) Act 2023 and the Housing Ombudsman Complaints Handling Code has placed a legal requirement on all social housing providers to have an accessible and comprehensive complaints policy. As part of this, providers of social housing must be able to evidence effective complaints handling.
- 8.2 Our responsibilities as a Local Authority housing provider means we are also bound to the Local Government and Social Care Ombudsman which covers all housing provision other than

social housing.

8.3 Failure to comply with this legal obligation leads to maladministration claims.

## 9.0 EQUALITIES IMPLICATIONS

9.1 Currently, our complaints procedure does not and is not developed to collect equalities data. Therefore, we cannot comment on any correlations between our complaints and tenant characteristics. This is a key area of improvement our system needs to be able to collect more extensive data about our tenants.

9.2 A new corporate complaints system has been developed which will collect equalities data, this is planned to be launched Quarter Three 2025/26.

## 10.0 PERFORMANCE IMPLICATIONS

10.1 Housemark is a national database of performance related data for social housing providers. It provides a comparison between other housing providers based on HRA related complaints, allowing us to benchmark our performance.

10.2 Using Housemark data, NYC is improving its performance, becoming more in line with the median number of complaints housing providers receive each month however, the length of time taken to respond to complaints has slipped in comparison to others in the benchmarking group.

KPI	Year	Month	NYC	Quartile	Quartile 3	Median	Quartile 1
Formal Stage 1 and Stage 2 complaints received per 1,000 properties	2025	April	2.52	4	3.25	4.99	7.535
Formal Stage 1 and Stage 2 complaints received per 1,000 properties	2025	May	3.96	3	2.9	4.86	6.68
Formal Stage 1 and Stage 2 complaints received per 1,000 properties	2025	June	4.08	3	3.38	5.09	7.75
Stage 1 and Stage 2 complaints resolved within timescale (%)	2025	April	90.48	3	76	94	100
Stage 1 and Stage 2 complaints resolved within timescale (%)	2025	May	86.84	3	80	94.44	100
Stage 1 and Stage 2 complaints resolved within timescale (%)	2025	June	75	4	80.14	97	100

*Table 7 Housemark Benchmarking Q1 2025/26*

## 11.0 CONCLUSIONS

11.1 Since the introduction of an improved complaints policy in response to the revised Housing Ombudsman Code, our complaints handling has improved. We now have more assurance that complaints regarding our landlord services are reaching the right officers and are being more accurately tracked, responded to and learnt from.

11.2 In terms of our tenancy services, the number of complaints and the percentage of complaints being upheld has decreased in Quarter One. Though the number of complaints received is beginning to mirror the average number of complaints received per 1,000 across peer housing providers, continued improvement is needed to understand the number of complaints, in particular those upheld and meet our ambition to becoming an 'exemplar social landlord'.

- 11.3 The continued low percentage (15%) of complaints that progress onto Stage Two (see para 5.6) can be viewed two ways; either a low number progress to Stage Two due to the effectiveness of our complaints handling, or a low number progress as tenants feel unable / unsupported to progress complaints to Stage Two after completing the Stage One process – this could be linked to the length of time taken to resolve complaints. It is only by surveying tenants once their complaint has been closed that we would start to get any feedback on this.
- 11.4 Compared to other housing providers, we fell within the lowest quartile in relation to complaints handling in June 2025. Of particular concern is the percentage of complaints not resolved to timescales; we need to ensure our complaints handling meet expectations and follow guidelines. When comparing data across Quarter One, our performance is improving. However, more work is needed to ensure we provide a more consistent service for our tenants.

## **12.0 REASONS FOR RECOMMENDATIONS**

- 12.1 As part of our commitment to being a tenant focused landlord, it is good practice to report on our complaints data to help build a better picture of commonly reported complaints to establish patterns within the data to target service improvement. It is important to provide the Tenant Forum and the Housing and Leisure Overview and Scrutiny Committee with regular updates regarding this data and our complaints handling procedures to help guide this work.

## **13.0 RECOMMENDATION(S)**

- 13.1 The Committee is asked to consider the contents of the report and comment on the progress made along with the issues raised in this report with regards to possible improvements.

Nic Harne  
Corporate Director – Community Development  
County Hall  
Northallerton  
10 September 2025

Report Author & Presenter – Vicky Young, Service Improvement Manager

### **APPENDICES:**

Appendix A – Housing Complaints Dashboard

### **BACKGROUND DOCUMENTS:**

[Social Housing \(Regulation\) Act 2023](#)

[North Yorkshire Council Housing Complaints Policy](#)

Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

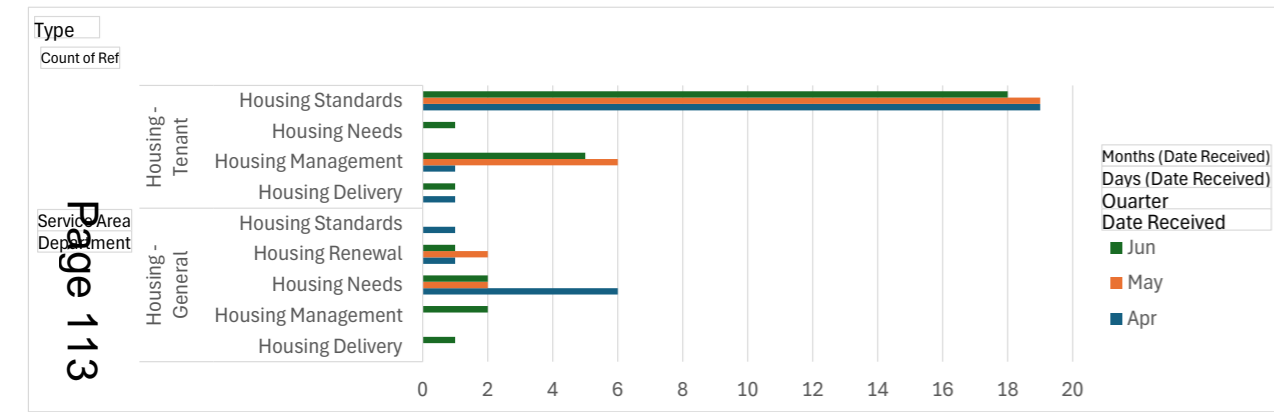
This page is intentionally left blank

Housing Complaints Handling Dashboard

Date of Report: Q1 2025/26

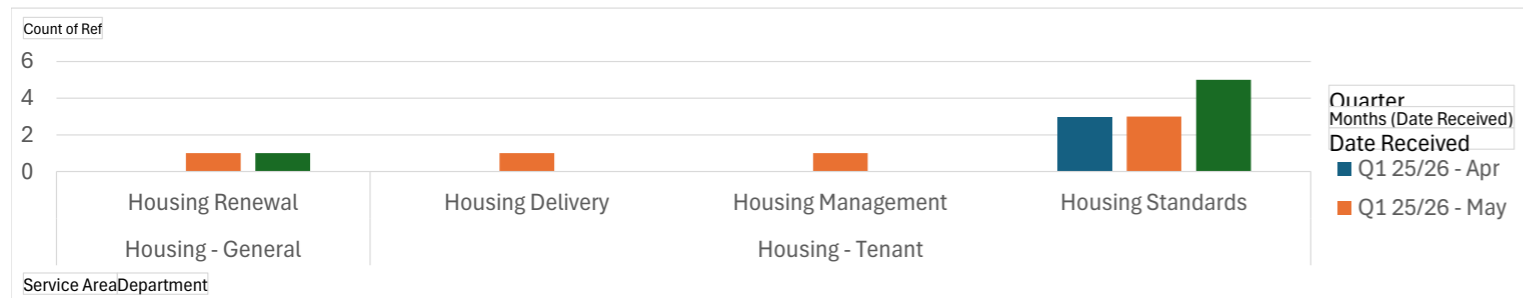
New Stage One Complaints Received in month

Type	Stage 1				
Count of Ref	Column Labels				
	Apr	May	Jun	Grand Total	
<b>Housing - General</b>		8	4	6	18
Housing Delivery				1	1
Housing Management				2	2
Housing Needs		6	2	2	10
Housing Renewal		1	2	1	4
Housing Standards		1			1
<b>Housing - Tenant</b>		21	25	25	71
Housing Delivery		1		1	2
Housing Management		1	6	5	12
Housing Needs				1	1
Housing Standards		19	19	18	56
<b>Grand Total</b>		29	29	31	89



New Stage Two Complaints Received in month

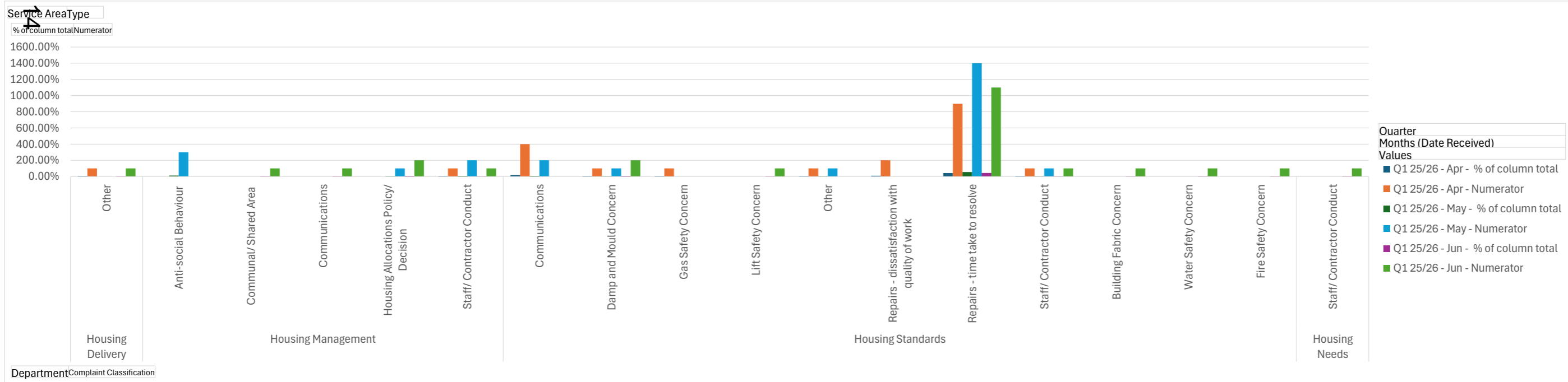
Count of Ref	Column Labels			Q1 25/26 Total	Grand Total
	Q1 25/26	May	Jun		
Row Labels	Apr				
<b>Housing - General</b>			1	1	2
Housing Renewal			1	1	2
<b>Housing - Tenant</b>		3	5	5	13
Housing Delivery			1	1	1
Housing Management			1	1	1
Housing Standards		3	3	5	11
<b>Grand Total</b>		3	6	6	15



Stage One Tenant Complaints by Complaint Classification

Service Area: Housing - Tenant  
Type: Stage 1

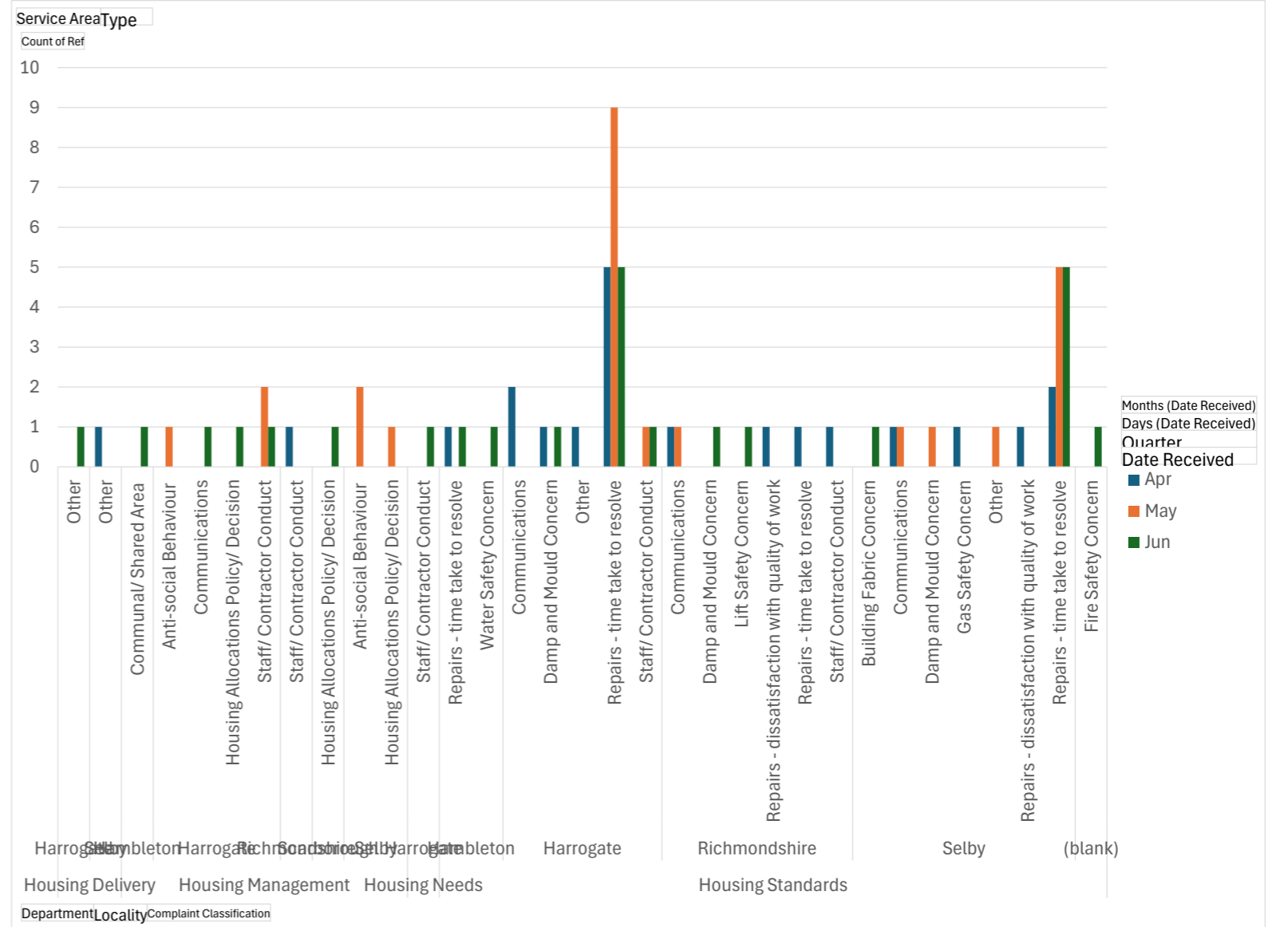
Row Labels	Column Labels						Q1 25/26 % of column total	Q1 25/26 Numerator	Total % of column total	Total Numerator
	Q1 25/26 Apr		Q1 25/26 May		Q1 25/26 Jun					
	% of column total	Numerator	% of column total	Numerator	% of column total	Numerator				
<b>Housing Delivery</b>	<b>4.76%</b>	<b>1</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.00%</b>	<b>1</b>	<b>2.82%</b>	<b>2</b>	<b>2.82%</b>	<b>2</b>
Other	4.76%	1	0.00%	0.00%	4.00%	1	2.82%	2	2.82%	2
<b>Housing Management</b>	<b>4.76%</b>	<b>1</b>	<b>24.00%</b>	<b>6</b>	<b>20.00%</b>	<b>5</b>	<b>16.90%</b>	<b>12</b>	<b>16.90%</b>	<b>12</b>
Anti-social Behaviour	0.00%		12.00%	3	0.00%		4.23%	3	4.23%	3
Communal/ Shared Area	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
Communications	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
Housing Allocations Policy/ Decision	0.00%		4.00%	1	8.00%	2	4.23%	3	4.23%	3
Staff/ Contractor Conduct	4.76%	1	8.00%	2	4.00%	1	5.63%	4	5.63%	4
<b>Housing Standards</b>	<b>90.48%</b>	<b>19</b>	<b>76.00%</b>	<b>19</b>	<b>72.00%</b>	<b>18</b>	<b>78.87%</b>	<b>56</b>	<b>78.87%</b>	<b>56</b>
Communications	19.05%	4	8.00%	2	0.00%		8.45%	6	8.45%	6
Damp and Mould Concern	4.76%	1	4.00%	1	8.00%	2	5.63%	4	5.63%	4
Gas Safety Concern	4.76%	1	0.00%		0.00%		1.41%	1	1.41%	1
Lift Safety Concern	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
Other	4.76%	1	4.00%	1	0.00%		2.82%	2	2.82%	2
Repairs - dissatisfaction with quality	9.52%	2	0.00%		0.00%		2.82%	2	2.82%	2
Repairs - time take to resolve	42.86%	9	56.00%	14	44.00%	11	47.89%	34	47.89%	34
Staff/ Contractor Conduct	4.76%	1	4.00%	1	4.00%	1	4.23%	3	4.23%	3
Building Fabric Concern	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
Water Safety Concern	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
Fire Safety Concern	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
<b>Housing Needs</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>4.00%</b>	<b>1</b>	<b>1.41%</b>	<b>1</b>	<b>1.41%</b>	<b>1</b>
Staff/ Contractor Conduct	0.00%		0.00%		4.00%	1	1.41%	1	1.41%	1
<b>Grand Total</b>	<b>100.00%</b>	<b>21</b>	<b>100.00%</b>	<b>25</b>	<b>100.00%</b>	<b>25</b>	<b>100.00%</b>	<b>71</b>	<b>100.00%</b>	<b>71</b>



Stage One Tenant Complaints by Locality and Classification

Service Area (Multiple Items)  
Type Stage 1

Count of Ref	Column Labels	Apr	May	Jun	Grand Total
<b>Row Labels</b>					
<b>Housing Delivery</b>			1		1
<b>Harrogate</b>					1
Other					1
<b>Selby</b>		1			1
Other		1			1
<b>Housing Management</b>		1		6	5
<b>Hambleton</b>					1
Communal/ Shared Area					1
<b>Harrogate</b>				3	6
Anti-social Behaviour			1		1
Communications					1
Housing Allocations Policy/ Decision					1
Staff/ Contractor Conduct				2	3
<b>Richmondshire</b>		1			1
Staff/ Contractor Conduct		1			1
<b>Scarborough</b>					1
Housing Allocations Policy/ Decision					1
<b>Selby</b>				3	3
Anti-social Behaviour				2	2
Housing Allocations Policy/ Decision				1	1
<b>Housing Needs</b>					1
<b>Harrogate</b>					1
Staff/ Contractor Conduct					1
<b>Housing Standards</b>		19		19	18
<b>Hambleton</b>		1			2
Repairs - time take to resolve		1			1
Water Safety Concern					1
<b>Harrogate</b>		9		10	7
Communications		2			2
Damp and Mould Concern		1			1
Other		1			1
Repairs - time take to resolve		5		9	5
Staff/ Contractor Conduct				1	1
<b>Richmondshire</b>		4		1	2
Communications		1			1
Damp and Mould Concern					1
Lift Safety Concern					1
Repairs - dissatisfaction with quality		1			1
Repairs - time take to resolve		1			1
Staff/ Contractor Conduct		1			1
<b>Selby</b>		5		8	6
Building Fabric Concern					1
Communications		1		1	2
Damp and Mould Concern				1	1
Gas Safety Concern		1			1
Other				1	1
Repairs - dissatisfaction with quality		1			1
Repairs - time take to resolve		2		5	5
<b>(blank)</b>					1
Fire Safety Concern					1
<b>Grand Total</b>		<b>21</b>		<b>25</b>	<b>25</b>
					<b>71</b>



Count of Stage One Complaints closed in month on time

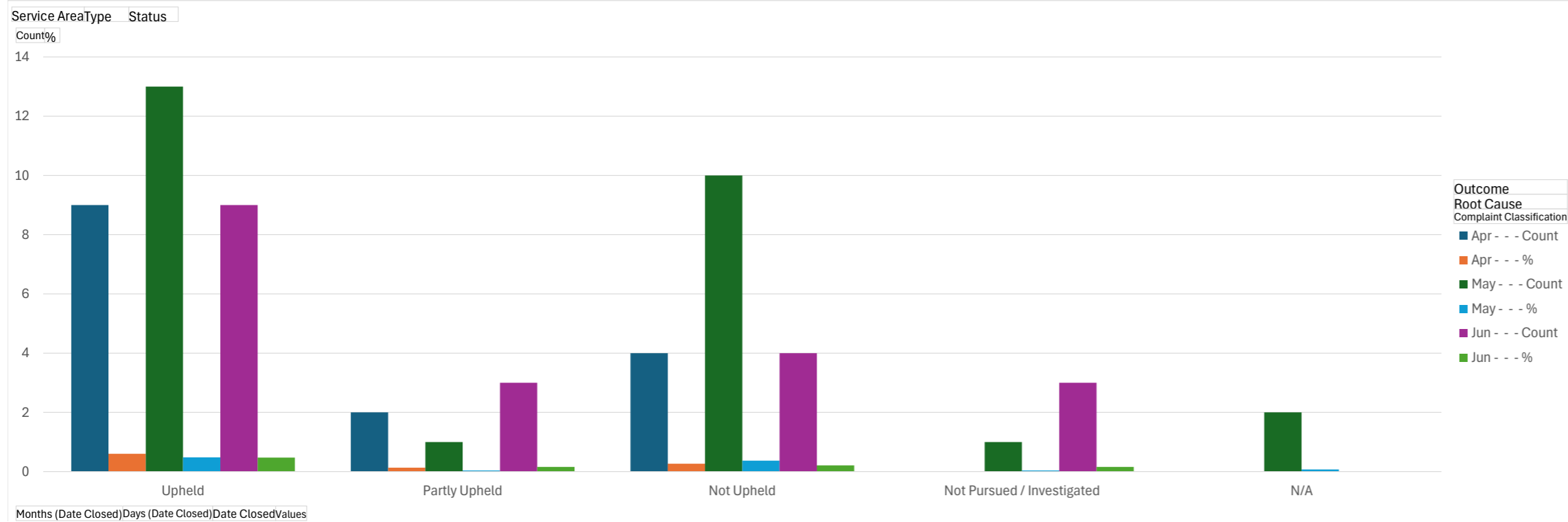
Service Area	Housing - Tenant
Type	Stage 1
Status	Closed

Row Labels	Column Labels		Apr		May		Jun		Total Count of Ref	Total Count of Ref2
	Count of Ref	Count of Ref2	Count of Ref	Count of Ref2	Count of Ref	Count of Ref2				
N		1	6.67%	5	18.52%	3	15.79%	9	14.75%	
Y		14	93.33%	22	81.48%	16	84.21%	52	85.25%	
<b>Grand Total</b>		<b>15</b>	<b>100.00%</b>	<b>27</b>	<b>100.00%</b>	<b>19</b>	<b>100.00%</b>	<b>61</b>	<b>100.00%</b>	

Count of Stage One Complaints Outcomes of those closed in month

Service Area	Housing - Tenant
Type	Stage 1
Status	Closed

Row Labels	Column Labels		Apr		May		Jun		Total Count	Total %
	Count	%	Count	%	Count	%				
Upheld	9	60.00%	13	48.15%	9	47.37%	31	50.82%		
Partly Upheld	2	13.33%	1	3.70%	3	15.79%	6	9.84%		
Not Upheld	4	26.67%	10	37.04%	4	21.05%	18	29.51%		
Not Pursued / Investigated	0	0.00%	1	3.70%	3	15.79%	4	6.56%		
N/A	0	0.00%	2	7.41%	0	0.00%	2	3.28%		
<b>Grand Total</b>	<b>15</b>	<b>100.00%</b>	<b>27</b>	<b>100.00%</b>	<b>19</b>	<b>100.00%</b>	<b>61</b>	<b>100.00%</b>		



Page 116



This page is intentionally left blank

## Housing & Leisure Overview and Scrutiny Committee Work Programme 2025/26

**Role and Remit:** To scrutinise Housing and Leisure (including Culture)

### Committee Meeting - Wednesday 11 June 2025 at 10am

Subject	Description
Housing Improvements & Regulatory Update	Progress update on implementation of the improvement plan – Andrew Rowe
Housing Annual Review	Housing Performance & Service Improvement Annual Report, including annual complaints self-assessment and summary of tenant involvement – Andrew Rowe
Lettable Standard Review	Task Group Final Report and draft revised Lettable Standard
Draft Compensation Policy	First draft for O&S feedback - Vicky Young
Draft Disrepair Policy	First draft for O&S feedback - Vicky Young
Draft Housing Delivery Plan Consultation	Joint Venture Development – Verbal Update – Hannah Heinemann
Lunch Break (12 – 12:30pm)	
Scarborough Football Ground	Update on condition of pitch and way forward – Nic Harne / Jo Ireland
Leisure & Culture Performance	Performance update – Will Boardman & Jo Ireland
Homeless & Rough Sleeping Strategy	First draft Homeless and Rough Sleeping Strategy – Kim Robertshaw
Work Programme 2025-26	Work Programme 2025-26

### Mid Cycle Briefing - Tuesday 22 July 2025 at 11am

### Committee Meeting - Tuesday 23 September 2025 at 10am

Subject	Description
Leisure Investment Strategy Update	To include Richmond Pool options appraisal review – David Ashbridge, Head of Operations, Active Leisure
Libraries	Annual Review of Libraries – Hazel Smith, Head of Libraries
HRA Policy Framework	Next Steps – an overview of work to date and suggested next steps for further member engagement - Andrew Rowe, AD Housing
Housing Improvements & Regulatory Update	Update on Housing Improvement Board key actions – Andrew Rowe, AD Housing
Complaints	Dashboard summary of complaints handling including Ombudsman cases
Grounds Maintenance Review	Verbal update on ongoing Task Group Review
Work Programme 2025-26	

### Mid Cycle Briefing - Thursday 30 October 2025 at 10am

<b>Committee Meeting - Monday 1 December 2025 at 10am</b>	
<b>Subject</b>	<b>Description</b>
Libraries Strategy Review	Overview and update on Strategy review -Hazel Smith, Head of Libraries
Performance Update	Performance and Service Improvement Bi-Annual Update – Will Boardman
Grounds Maintenance Policy Review	Task Group draft final report
Housing Improvements & Regulatory Update	Update on Housing Improvement Board key actions – Andrew Rowe, AD Housing
Complaints	Dashboard summary of complaints handling including Ombudsman cases
Work Programme 2025-26	
<b>Mid Cycle Briefing - Wednesday 21 January 2026 at 10am</b>	
<b>Committee Meeting - Tuesday 3 March 2026 at 10am</b>	
<b>Subject</b>	<b>Description</b>
Strategic Leisure Review Bi-annual Update	Progress Update – Jo Ireland, AD Culture, Leisure, Archives & Libraries
Housing Improvements & Regulatory Update	Update on Housing Improvement Board key actions – Andrew Rowe, AD Housing
Complaints	Dashboard summary of complaints handling including Ombudsman cases
Draft Work Programme 2026-27	
<b>Mid Cycle Briefing - Monday 22 April 2026 at 10am</b>	

**Possible future items:**

Housing Dashboard regular updates (voids; repairs etc)  
 Tenants Feedback – Attendance of Chair of Tenants Association  
 Leisure Investment Strategy – Phases I & II

**Executive Performance Report - Quarter 3 2024-25:**Primary Indicator - CD11 Average re-let time in days (standard re-lets in month)

Homes are vacant for longer between tenants while energy efficiency and renovation works are carried out. A very small number of homes that had been unoccupied for some time are being brought back into use, which skews this measure upwards. Benchmarking across local authority landlords at the end of Q3 places North Yorkshire in the fourth quartile. Average re-let times increased from October (135.00 days) to December (142.07 days)

Benchmarking Data – 2024/25: Q2: 90.62 Q1: 73.52 2023/24 52.1 days 2022/23 51.9 days 2021/22 43.5 days

Primary Indicator - CD19 Households assessed as homeless per 1000 households

The proportion of households that were assessed and found to be homeless in Q3 was smaller than the previous quarter but above last year's Q3 level. 347 households were accepted as homeless between October and December 2024, down from 414 in Q2. The household total is based on the latest ONS projection, which estimates the number of households in each local authority area for a given year. (For 2024, this is 280,548.) This tends to exaggerate change between calendar years, i.e. between Q3 and Q4 each year. Regional and national data reporting lag: the latest comparison data show that in Q1 2024/25 North Yorkshire's rate was about two thirds of the mean for unitary authorities (2.00)

This page is intentionally left blank