

North Yorkshire Council

Executive Member for Culture, Arts and Housing

9 July 2025

Housing Improvement Strategy

Report of the Corporate Director Community Development

1.0 PURPOSE OF REPORT

- 1.1 This report presents the Housing Improvement Strategy and supporting Housing Revenue Account (HRA) Performance Framework and seeks adoption of both as the Council's roadmap and assurance tool towards compliance with the Consumer Standards.

2.0 SUMMARY

- 2.1 Further to Local Government Reorganisation, the new North Yorkshire Council is a registered provider of social housing, with responsibility for the safe and effective management of nearly 8500 homes, inherited from the three former stock retaining districts of Harrogate, Selby and Richmondshire.
- 2.2 As a social landlord, the Council is currently non-compliant with the legal requirements placed on it through the Social Housing (Regulation) Act 2023. Following a self-referral made in May 2024, the Council is subject to a formal C3 grading from the Regulator for Social Housing (RSH), this means that 'significant improvements' are required.
- 2.3 In response to that judgement an Improvement Plan was developed and adopted by the Executive in April 2025.
- 2.4 The Housing Service is now engaged in regular, monthly, meetings with the Regulator for Social Housing (RSH) to monitor progress and discuss next steps and milestones. One of the key milestones the RSH requires us to achieve is the development and adoption of an Improvement Strategy, outlining our longer-term ambitions for the service, key milestones and outcomes. This is appended at **Appendix A** and supported by a draft Performance Framework (**Appendix B**).

3.0 BACKGROUND

- 3.1 In July 2023, the Social Housing (Regulation) Act passed. The legislation brought in new requirements for social landlords and added more duties and powers for the Regulator of Social Housing (RSH). These took effect from April 2024.
- 3.2 The RSH has powers to issue performance improvement plans, issue unlimited fines, undertake management intervention, or enforce stock transfer. Previously the RSH had lesser powers, such as undertaking emergency repairs and issuing information publicly about the performance of registered providers (landlords of social housing).

- 3.3 The RSH has a new obligation to proactively inspect registered providers. This goes beyond desktop review of performance information. The inspection regime involves an on-sight inspection, whereby the registered provider gets notification of an impending visit and is obliged to provide a range of evidence, alongside opening its doors, and giving full access for interviews with stakeholders such as tenants, staff and senior leaders like corporate directors and elected members. The RSH publishes grades following such inspections, on a scale C1 – C4 with C1 indicating full compliance and C4 being the worst.
- 3.4 Although the RSH has these powers and obligations, it is adopting a “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, with enforcement action only being taken as a last resort.
- 3.5 The RSH does not look at individual complaints from tenants. This is the role of the Housing Ombudsman. However, the RSH works with the Housing Ombudsman as trends in complaints can signal more systemic problems. Aside from indicators from the Housing Ombudsman to get a feel for whether a registered provider is meeting the Consumer Standards, the RSH also scrutinises a set of performance indicators called the Tenant Satisfaction Measures (TSMs). These must be measured in a prescribed way at least annually. Achieving a good score in the TSMs alone is not sufficient to meet the Consumer Standards however the RSH uses the TSMs as an indicator for how a registered provider is doing
- 3.6 The content of the Consumer Standards falls into four themes:
- Safety and Quality
 - Transparency, Influence and Accountability
 - Neighbourhood and Community
 - Tenancy

4.0 HOUSING IMPROVEMENT PLAN AND STRATEGY

- 4.1 A detailed improvement plan has been developed to support the Council on its journey toward compliance.
- 4.2 This 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
- 4.3 The Improvement Plan is focussed upon the areas of non-compliance highlighted within the Regulatory Judgement and upon the outcomes of our lessons learnt exercise.
- 4.4 Alongside the Improvement Plan an Improvement Strategy (**Appendix A**) has been developed. The strategy sets out the longer-term roadmap for developing Landlord Services at North Yorkshire Council.

- 4.5 The strategy builds upon the work already undertaken in the first, recovery phase and outlines what the next steps are in terms of improvement stages, timescales, strategic outcomes and governance arrangements.
- 4.6 The strategy will serve 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.
- 4.7 A Performance Framework (**Appendix B**) 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.
- 4.8 The Performance Framework sets out the structure, roles and responsibilities and key data management principles of landlord services performance and reporting at North Yorkshire Council as well as detailing which measures we will use to ensure sufficient oversight is provided at the appropriate levels.

5.0 TENANT VOICE

- 5.1 The Improvement Strategy and Performance Framework were discussed with the Tenant Forum on 29 May 2025. Tenants were supportive of the principles of the strategy and the outcomes proposed. An additional outcome was suggested around the quality of communication between NYC and tenants, and this has been incorporated into the final document.
- 5.2 Both documents emphasise the importance of tenant influence in terms of shaping and giving feedback in HRA service improvement and through the monitoring and reporting of tenant satisfaction through the Tier One Performance Dashboard.
- 5.3 The newly established Tenant Voice Forum will receive regular updates on the Housing Improvement Strategy and performance reports giving opportunity for feedback and to raise any areas of concern and/ or to recommend further areas of deep dive review to the Tenant Scrutiny Panel.

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."
- 6.2 Furthermore, the Housing Improvement Strategy's commitment to transparent, data-led service delivery and continuous improvement, will seek to address the issues identified in the Council's 2024 self-referral to the Regulator of Social Housing.

7.0 ALTERNATIVE OPTIONS CONSIDERED

7.1 Not to develop a Housing Improvement Strategy was not considered to be an option. Adoption of an Improvement Strategy was a key milestone set by the Regulator of Social Housing in response to the Regulatory Judgement issued in September 2024.

8.0 IMPACT ON OTHER SERVICES/ORGANISATIONS

8.1 Our ambitions for service improvement do have implications for other services, such as Technology and Change, Transformation, Customer and Human Resources as we will require significant support to help us to achieve the systems, process, and cultural changes necessary.

9.0 FINANCIAL IMPLICATIONS

9.1 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.

10.0 LEGAL IMPLICATIONS

10.1 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.

10.2 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.

10.3 The Regulator has required North Yorkshire Council to adopt an Improvement Plan by May 2025 and Improvement Strategy by June 2025.

11.0 EQUALITIES IMPLICATIONS

11.1 The Equality Impact Assessment (**Appendix C**) undertaken leads 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.

12.0 CLIMATE CHANGE IMPLICATIONS

12.1 The decision adopt a Housing Improvement Strategy and Performance Framework has no climate change implications. The Climate Change Impact Assessment Screening Form can be found at **Appendix D**.

13.0 POLICY IMPLICATIONS

13.1 Delivery of the Improvement Strategy requires a full programme of policy review and harmonisation. A HRA Policy Framework has been developed and a review schedule drawn up to ensure that all policies are fully reviewed, and an auditable decision route created for each, including policy review timescales.

14.0 RISK MANAGEMENT IMPLICATIONS

- 14.1 There are risk management implications which are registered on the corporate risk register.
- 14.2 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.
- 14.3 Non-compliance with the Consumer Standards puts the health and safety of our tenants and our properties at risk.
- 14.4 There is a reputational risk associated with receiving a C3 grading, and the proposed Improvement Plan is the vehicle to achieving a revised grading.

15.0 HUMAN RESOURCES IMPLICATIONS

- 15.1 There are Human Resource implications in the delivery of the Housing Improvement Strategy, especially as we seek to address the requirement to deliver change at pace. Recruitment is a continued challenge. There is also the incoming Competence and Conduct Standard, which will require input from Learning and Development as we seek to support relevant managers to achieve professional qualifications.
- 15.2 In addition to the formalised training programmes, there is a wider piece of work needed around culture more generally. Putting the needs of the tenant at the heart of everything we do and meeting diverse needs via bespoke service provision has wide ranging implications for the housing service and beyond.

16.0 OVERVIEW AND SCRUTINY COMMENTS

- 16.1 The Overview and Scrutiny Committee met on the 11th June 2025 and considered the Improvement Strategy in detail. The Committee sought assurance on the service's capacity to achieve some of the challenging targets, particularly around health and safety compliance and on its oversight of the allocations scheme. The Committee were pleased to note the progress made by the service to date and were happy to endorse the Improvement Strategy to the Executive Member.

17.0 CONCLUSIONS

- 17.1 The above report details regulatory context within which the council is operating and the link between the Housing Improvement Plan, the Housing Service's response to the Regulatory Judgement issued by the RSH in September 2024 and the creation of its Improvement Strategy and Performance Framework.
- 17.2 The report presents the Housing Improvement Strategy, a key document which will guide the recovery and development of our landlord services over the coming years.

18.0 RECOMMENDATION

- 18.1 That the Executive Member approve the Housing Improvement Strategy and associated Performance Framework for adoption, outlining the Council's strategic direction and commitment to achieving compliance with the Consumer Standards.

APPENDICES:

Appendix A – Housing Improvement Strategy

Appendix B - Performance Framework

Appendix C – EIA

Appendix D – CCIA screening

BACKGROUND DOCUMENTS: None

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Corporate Director Community Development

County Hall

Northallerton

9th July 2025

Report Author – Vicky Young, Service Improvement Manager

Presenter of Report – Andrew Rowe, Assistant Director Housing

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

North Yorkshire Council Housing Improvement Strategy 2025-30

Why we are improving our tenant services:

As part of our [Council Plan](#), North Yorkshire Council (NYC) aim to ensure that all residents are 'free from harm and feel safe and protected' and to deliver 'good quality affordable and sustainable housing which meets the needs of our communities'. Our [Housing Strategy 2024-29](#) sets out the Council's ambition to be an 'Exemplar Social Landlord'.

Following the creation of NYC in 2023, and a subsequent restructure of the housing service, NYC identified a range of issues within our tenant services which led to a self-referral to the Regulator for Social Housing (RSH) and a [C3 Regulatory Judgement](#) in September 2024.

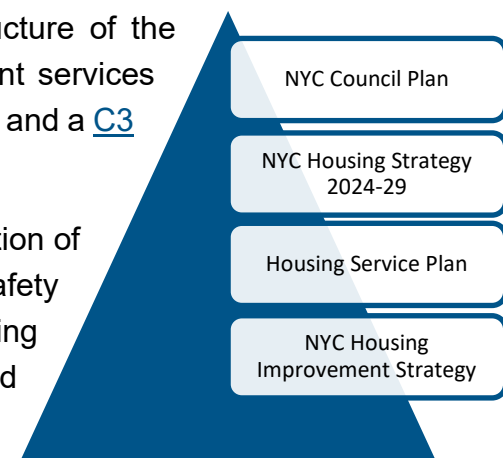
Those issues included a lack of reliable information about the condition of its homes, a failure to meet aspects of landlord health and safety requirements, a lack of reliable information to support its understanding of and response to the diverse needs of its tenants and limited and inconsistent meaningful opportunities for tenants to influence and scrutinise its services.

We have undertaken a root cause analysis to understand the background to non-compliance, to ensure lessons are learned and sustainable improvements are implemented.

Using this information, alongside our ambition *to deliver high quality services based upon tenant needs* we have developed a Housing Improvement Plan, designed to ensure that we understand and meet those needs, deliver transparent services, make data led service improvement and provide a safe and secure home for everyone.

What are we doing:

Since we made the self-referral we have made some immediate changes to the services we deliver for tenants. In the background we have also strengthened our governance around Housing Services, created a Housing Improvement Board and a Housing Improvement Plan which focusses on addressing those known areas of non-compliance.



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We are basing our Improvement Plan on our internal review of compliance with the regulatory standards, our root cause analysis, internal audit of our rent compliance and feedback from residents.

We are also linking in with the Councils wider Transformation Programme, understanding where we can join up with projects around 'Customer' and 'The Way we Work' to maximise value for money.

Our goal is to improve the quality of our tenant services across North Yorkshire

What we want to achieve:

By delivering the actions within the plan we hope to achieve the following **strategic outcomes**:

- 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.
- Our culture reflects a high performing organisation and continuous improvement.
- Work is prioritised appropriately, and risks are well managed
- Systems and Data are effective to support service delivery, reporting and oversight.
- All properties have an up-to-date stock condition survey.
- The repairs service delivers repairs in line with targets set
- Homes are safe and compliant meeting all Landlord requirements evidenced by robust and well-maintained data.
- Complaints are well managed, and processes meet the expectations of the Housing Ombudsman complaints handling code and consumer standards.
- Resident views are heard and acted upon.
- A communication approach which delivers clear, consistent and timely communications with tenants, leaseholders and other stakeholders.

What we've done so far:



Stronger Governance – We have established an Improvement Framework, Overview and Scrutiny Committee, Housing Improvement Board, Tenant Scrutiny Panel and Performance Framework.



Regulatory Engagement – We are working positively with the Regulator for Social Housing (RSH) to improve our compliance position and to work towards a C1 position; *that overall the landlord is delivering the outcomes of the consumer standards.*



Landlord Compliance – We have developed Management Plans for the ‘Big 6’ Health and Safety concerns. We have also commenced a programme of Decent Homes Surveys and implementation of an Asset Management System.



Listening to and Engaging with Residents - Over 2000 tenants took part in our first Tenant Satisfaction Measures (TSM) survey, we are conducting quarterly surveys to keep a better track on performance. We have developed a Tenant Involvement Strategy, recruited to the Tenant Panels and launched ‘Open Door’ the tenant newsletter.



Policy Harmonisation – We have developed a policy framework which details the priority policies we will seek to harmonise and timescales. We have already harmonised critical policies on Allocations, Domestic Abuse, Tenancy Strategy, Repairs and Anti-social Behaviour.



Complaints Handling – We have created a dedicated resource within the Community Development Directorate and have improved our complaints classifications and data collection to ensure we can now report on and learn from our complaints.



Damp and Mould – We have improved our damp and mould processes to be compliant with Awaabs Law and launched an online reporting tool to make it easier for tenants to let us know when there is a problem.

What’s next?

Our Housing Improvement Plan focusses on 7 workstreams, which includes not only the issues raised the regulatory judgement but our wider commitments to meeting the RSH consumer standards.

Themes 1-4 directly address issues of concern highlighted in the Regulatory Judgement. Themes 5-7 pick up other areas, not highlighted within the Regulatory Judgement but where NYC are aware work is required to further our compliance position.

	Workstream	Key Actions
1	Governance and Oversight	Strengthening oversight and accountability, policy development, data transparency and performance management.
2	Understanding Stock Quality	Carrying out stock condition surveys across all our stock to inform investment priorities
3	Keeping Homes Safe and Compliant	Ensuring all our homes comply with safety standards and staff are well trained to maintain safety programmes
4	Understanding Tenants and Responding to Diverse Needs	Understanding our tenants and their diverse needs through feedback and data analysis to ensure fair and equitable service delivery

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5	Effective Repairs and Maintenance Service	Reviewing contracts and planning to deliver timely repairs
6	Working with Others to Ensure Safe Neighbourhoods	Ensuring effective working with partners on maintaining shared spaces, dealing with anti-social behaviour and domestic abuse
7	Allocate and Let Homes Fairly and Manage Tenancy	Develop strategies and policies with tenants for tenancy sustainment, ensure service charges and are fair, transparent and well communicated, and ensuring rents are set correctly

Staged Improvement

The current housing improvement plan covers the period up to March 2027.

We recognise that a staged approach to recovery and continuous improvement is required, and we have aligned the future stages of the strategy with our ambition to achieve compliance with the Consumer Standards

The Housing Improvement Strategy will be delivered in the knowledge that recovery is not a linear journey and there may be both internal and external factors (such as tenant feedback, regulatory engagement and additional legislative change) which cause us to pause and modify our response.

Tenant Involvement and Transparency

We are committed to understanding and listening to our tenants and we want to ensure that the tenant voice is heard in decisions that affect homes, safety and communities. We have worked with tenants to develop a new Tenant Involvement Strategy, providing increased opportunities for tenants to be involved in service improvement.

We are also improving the way in which we deal with feedback, through both the quarterly Tenant Satisfaction Surveys and through lessons learnt from complaints, ensuring that we have more of a finger on the pulse of tenant experiences.

In order to ensure that all those involved are kept up to date with progress on delivery of the Strategy and of any service improvements which might impact directly on tenants a Communication Plan has been developed.

Transparency with tenants and wider stakeholders is central to delivery of this Improvement Strategy and regular updates on progress will be delivered to the Tenant Forum, Housing Improvement Board, Regulator for Social Housing, Overview and Scrutiny Committee and made available on the website as well as updates being given to all tenants via the quarterly newsletter.

STAGE ONE - STABILISATION, PLANNING AND HIGH PRIORITY ACTIONS STARTED

May 2024 – June 2025

- Root Cause Analysis
- Restructure
- Improvement Planning/ Prioritisation
- Financial/ Performance/Risk Management and assurance established
- Reset Customer Relationship
- Establish Governance
- AGILE approach to service improvement - immediate responses, stabilise then assess.

STAGE TWO – ADJUSTMENT AND TRACK RECORD OF DELIVERY AGAINST PLANS

June 2025 – March 2027

- People - supporting our people out of Crisis Recovery; cultural change
- Processes - Harmonisation of policy and process
- Systems - Implementing required systems and improvement plans
- Management of Finance/ Performance / Risk
- Customer Feedback - Tenant Satisfaction Measures informing service delivery
- Building on and interpreting data moving into forecasting
- Assessing impact and make informed adjustments based on above.
- **Achieving a stable base upon which strategic review can take place.**

STAGE THREE – EMBEDDING AND ASSURANCE THAT ACTIONS HAVE BEEN EFFECTIVE, LONGER TERM ACTIONS COMPLETING

March 2027 – June 2028

- Strategic Review of Service - New Operating Plan with effective governance and assurance process in place (revised from Stage One)
- Evidence based long term investment and asset management plans
- Service Delivery model based upon evidence based assessment of tenants current and future diverse needs and vulnerabilities.
- Ongoing Strategy / Policy / Process Review programme based on evidenced understanding, directed by Tenants and overseen by Elected Members
- Outward facing service - working in partnership with other NYC services and external partnerships to deliver holistic services for tenants.
- People - Effective Learning and Development Strategy and Workforce Planning Strategy to ensure culture, knowledge and professionalism is encouraged and retained.

STAGE FOUR – CONTINUOUS IMPROVEMENT

June 2028 onwards

- Continuous Improvement embedded as business as usual.
- Tenant-centred approach to service review and improvement
- A predictive asset maintenance strategy
- Regular training and development of our people, creating a professional workplace that attracts talent.
- Strategic partnerships are valuable and provide direct benefits to tenants
- Excelling at community engagement and support services
- Encouraging sustainability in our homes and communities

How will we measure our performance and impact?

Our Performance Framework (**Appendix A**) details the performance data which will be collected.

Our performance will be monitored, by the Housing Improvement Board and the Regulator for Social Housing on a monthly basis, progress will be reported to Overview and Scrutiny, Management Board, Tenant Voice Panel and Executive Committee quarterly. A separate Tenant Scrutiny Panel meets every month and will provide deep dives into subject matters. The subject matters will be selected by the Tenant Scrutiny Panel following recommendations by the Tenant Voice Panel.

Financial Monitoring reports will be published regularly. These reports set out our progress against our budgets.

We will measure our performance through the annual Tenant Satisfaction Measures and incorporate learnings and feedback into the Housing Improvement Plan.

Using the 2023/24 TSM survey results as our baseline we will seek to improve our performance in all of the indicators and report on this annually.

We have appointed an external consultant, Savills, to be a critical friend to us, and challenge and support us to deliver on our Improvement Plan.

How will we know we are succeeding?

Alongside the monitoring of performance detailed above we also need to be assured and provide assurance on our delivery of the strategic outcomes. This will be done via a basket of performance indicators, action plan items and risks, monitored on a 6 monthly basis as a health check on our delivery.

APPENDIX A

Strategic Outcome	Success Indicator
<p>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. handling code and consumer standards.</p>	<ul style="list-style-type: none"> • Improvement Plan Action: 1.1(Governance Framework) • Improvement Plan Action: 1.2 (Performance Framework) • Improvement Plan Action: 1.4 (Policy Framework) • Attainment of C1 Regulatory Judgement
<p>Our culture reflects a high performing organisation and continuous improvement.</p>	<ul style="list-style-type: none"> • Improvement Plan Action: 1.5 (Learning and Development Strategy and Action Plan) • Staff Satisfaction (Pulse Survey) • KPI – workforce (i.e. vacancies, turnover)
<p>Work is prioritised appropriately, and risks are well managed</p>	<ul style="list-style-type: none"> • Trend of risk rating reported corporately • KPIs reported monthly and both performance and data assurance are risk rated – improvement of risk rating and appropriate mitigation strategies identified
<p>Systems and Data are effective to support service delivery, reporting and oversight.</p>	<ul style="list-style-type: none"> • All data governance markers as green on Tier 1 and Tier 2 dashboards • Improvement Plan Action: 2.5 (Implement Asset Management system)
<p>All properties have an up-to-date stock condition survey.</p>	<ul style="list-style-type: none"> • KPI – 100% completed stock condition surveys
<p>The repairs service delivers repairs in line with targets set</p>	<ul style="list-style-type: none"> • KPI - % of responsive repairs completed in target time • KPI - % of emergency repairs completed in target time
<p>Homes are safe and compliant meeting all Landlord requirements evidenced by robust and well-maintained data</p>	<ul style="list-style-type: none"> • KPIs – All compliance indicators in T1 dashboard within target

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Complaints are well managed, and processes meet the expectations of the Housing Ombudsman complaints	<ul style="list-style-type: none">• KPI – Stage 1 complaints resolved in target time• KPI – Stage 2 complaints resolved in target time
Resident views are heard and acted upon.	<ul style="list-style-type: none">• TSM – How satisfied or dissatisfied are you that the landlord listens to your views and acts on them
A communication approach which delivers clear, consistent and timely communications with tenants, leaseholders and other stakeholders.	<ul style="list-style-type: none">• TSM – How satisfied or dissatisfied are you that the landlord keeps you informed about things that matter to you.

Strategy Review

The Housing Improvement Strategy will be agreed and monitored via the methodology above on a quarterly basis.

An annual **Housing Service Improvement and Performance Report** including Complaints Handling and TSM performance (the statutory requirement) will be reported to Overview and Scrutiny, Executive and Tenant Panel – this will also serve as the strategy review document, ensuring that sufficient progress is being made and impact is being felt, on an annual basis.

How can you get involved?

Do you have ideas on how we can improve our housing services? Whether you can spare a few hours or want to be involved regularly, we'd love to hear from you.

Contact us at myhousingvoice@northyorks.gov.uk

Find out more about Tenant Involvement at North Yorkshire Council : [Tenant involvement | North Yorkshire Council](#)

NYC Housing Performance Framework

Introduction

North Yorkshire Council (NYC) has the ambition of being an exemplar landlord in its provision of social housing. It currently provides housing services to almost 8,500 tenants across three principal regions borne from the legacy districts and Boroughs (Harrogate, Selby and Richmond), with the aim of delivering housing services across the whole North Yorkshire county.

Social Housing is also highly regulated with external scrutiny provided through the Regulator of Social Housing (RSH), and oversight of complaints handled by an independent Housing Ombudsman Service. Consequently, ensuring services are delivered in accordance with statutory regulation and legislation is paramount to the service and fundamental in creating a stable basis for the delivery of excellent services and continuous improvement that ensures residents can lead safe and successful lives as tenants of the Council.

This performance framework sits alongside the services Improvement Strategy as a vehicle for delivering change both operationally and culturally; helping embed a performance focussed culture that is curious, accepting the need for continuous improvement and tenacious in its pursuit of excellence.

In 2024 the RSH rated the Council as 'C3' against its Consumer Standard and therefore 'non-compliant'. This first version of the Performance Framework is designed to create the foundations for effective performance management and instil the appropriate culture associated with a high performing organisation; alongside developing effective reporting mechanisms through the layers of the business to ensure that performance management is foremost in the actions and behaviours of everyone working within, and supporting the service.

The framework forms part of a wider approach to performance oversight and continuous improvement. The Council operates a three yearly service planning cycle (with annual reviews), linked to the Council Plan and an annual Individual Performance Management (IPM) for the management of individual targets and aspirations. The framework will therefore be subject to periodic review to ensure it remains relevant to the changing environment both within and external to the Council.

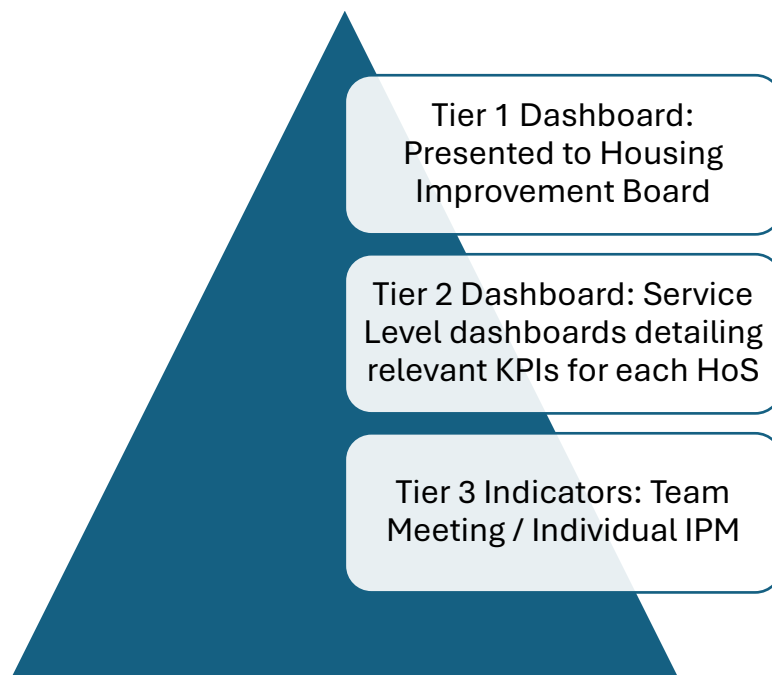
This first iteration of the performance framework is designed to build assurance in the data that underpins the key performance indicators and support the business on its journey towards compliance. It is for use by services that deliver the Housing Revenue Account services (Housing Standards and Housing Management primarily); however, will also apply to those services providing support to these teams, namely Complaints,

APPENDIX B

Strategy and Performance and Customer Services when dealing with housing related issues.

Performance Management

NYC housing management operates a three-tier approach to performance management.



Tier 1 Dashboard: Strategic and business critical data. This information is used by the Housing Improvement Board on a monthly basis to assess performance and provide effective challenge. This report will also inform the wider Council performance reporting mechanisms in particular informing the Quarterly Performance Report submitted to the authorities Executive Management Team and Elected Members and will support service planning exercises as part of continuous improvement and annual target setting exercises. This information includes compliance and health and safety measures, repairs and improvement work data, and information relating to complaints. It also includes some key benchmarking metrics linked to ongoing Housemark benchmarking, and tracking the data for submission in the annual Tenant Satisfaction Measures return. This is corporate level data and subject to change in accordance with the requirements of the regulatory framework and the Council's strategic priorities. The Tier one dashboard can be found in appendix A.

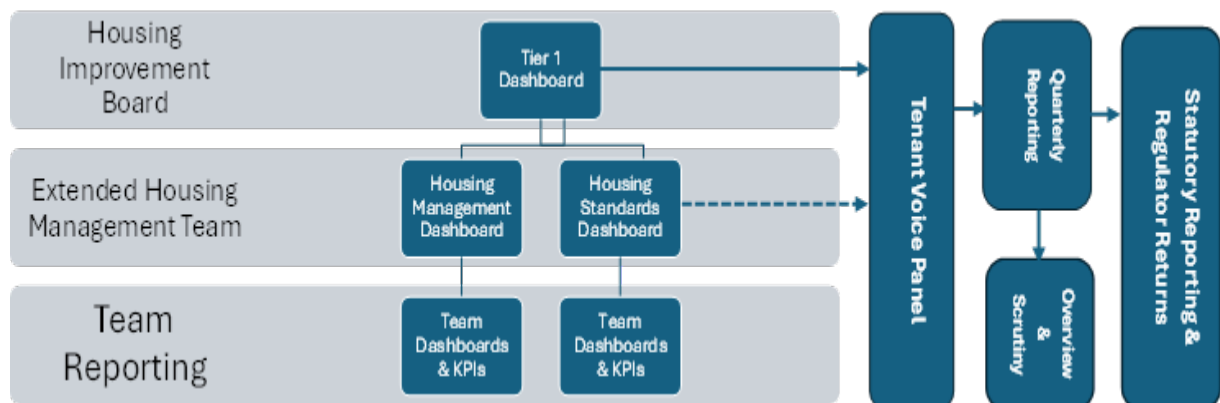
APPENDIX B

Tier 2 Dashboards: Senior manager information, benchmarking data and KPIs of significant operational performance. The tier two dashboards are Head of Service level instruments to track service performance and assess areas of concern within the portfolio. includes the items contained in tier one for monitoring purposes but also holds more operational measures linked to service plan delivery and wider benchmarking indicators. The tier two dashboards can be found in appendix B. In agreement with the relevant Tier 2 dashboard owner where performance is flagged as a concern and likely to require significant intervention or discussion there will be opportunities to escalate these more operational measures to the Tier 1 dashboard and therefore discussion within the Extended Housing Management Team and Housing Improvement Board meetings.

Tier 3 Indicators: These are held by teams to track operational and individual effectiveness by managers, ultimately providing an effective link with the IPM process. All indicators within tier three are used operationally and help demonstrate the effectiveness of services and processes. Again, all of the measures within tiers one and two should feature across the tier three indicators, ensuring there is a clear golden thread from the operational aspects of the business to the strategic levels. This means that each indicator that appears within the Tier one strategic dashboard is managed across all stages of the performance framework and operational leads would be expected to understand and articulate these indicators to senior managers as required.

Corporate Quarterly Performance Report: Alongside the internal performance reporting the Council operates a corporate quarterly performance framework for reporting linked to the delivery of the Council Plan. The Housing Service provides a supplement to this report focussed on the ongoing service performance in order to aid corporate understanding of the service and the challenges it faces. This report highlights the quarter end performance alongside relevant narrative as shared through the monthly reporting. The Tier 1 Dashboard is also provided as an appendix to aid understanding. This report is presented to both the Executive Management Team and to Elected Members, before being published for public scrutiny.

Roles and Responsibilities



Housing Improvement Board

Comprised of the following members:

- Executive Director of Community Development
- Assistant Director of Housing
- Assistant Director of Resources (Community Development)
- Assistant Director of Customer, Revenue and Benefits
- Director of Transformation

The group will be supported by subject matter experts covering the following services:

- Strategy & Performance
- Housing Service Improvement
- Housing Management
- Property Management

Other members will be invited as required for specific activities or tasks.

The role of the Housing Improvement Board will be to provide assurance on the delivery of strategic priorities including meeting and continuously improving the standard of homes and neighbourhoods and the quality of services to tenants. This will demonstrate progress of the delivery of its improvement plan and progress towards compliance with the consumer standards (attaining a C2 minimum rating).

The board will also be responsible for challenging the Extended Housing Management Team on its performance and ensuring necessary operational steps are being taken to support its strategic aims.

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Extended Housing Management Team

Comprised of the following members:

- Assistant Director of Housing
- Head of Housing Delivery and Partnerships
- Service Improvement Manager
- Head of Housing Management and Landlord Services
- Head of Homes and Place
- Tenant Involvement Manager
- Allocations Manager
- Housing Standards Manager (Construction)
- Housing Standards Manager (Improvement Programme)
- Housing Standards Manager (Repairs)
- Housing Standards Manager (Contracts)
- Housing Standards Manager (DD Contracts)
- Housing Standards Team Leader (Safety)

In addition, business partners from across the Council covering central service functions (Customer / Transformation / Strategy & Performance / Finance etc) will provide wider support as required.

The Extended Housing Management Team will act as a central location for managers across the service to provide updates, identify challenges to delivery and ensure performance is progressing as required. Any risks should be escalated to the Housing Improvement Board to review opportunities to unlock barriers and ensure actions are able to progress. Likewise, the Housing Improvement Board will be able to refer issues to the Housing Management Board as required to ensure that operational performance is delivering the services strategic aims. Ahead of Extended Housing Management Team meetings a performance clinic will be scheduled to focus purely on the presentation of the performance information ensuring issues and challenges are adequately debated before the reports are signed off.

Key Roles and Responsibilities

The Assistant Director for Housing

The AD for Housing will sit across both boards, with chairing responsibilities for the Housing Management Board. The AD will also be responsible for communicating key messages to the Regulator and Council in relation to the progress of the improvement plan and ongoing performance related issues. The AD is also responsible for the

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identification and management of risks to the service and ensuring any identified performance related risks are appropriately flagged and managed.

Service Improvement Manager

The Service Improvement Manager will provide oversight of the Improvement Strategy and the Improvement Plan, providing updates as required to Extended Housing Management Team and Housing Improvement Board. They will work with the Strategy and Performance Team and Project Management to ensure the KPI linked to actions the Improvement Plans are being tracked and reported; alongside supporting the development of new KPIs linked to improvement activity where required.

Programme and Project Management

The programme manager will provide support to the Assistant Director for Housing and wider service to ensure the delivery of the Housing Improvement Strategy, Improvement Plan and Performance Framework providing updates and unlock barriers corporately. The Programme Manager will be supported by project managers who will manage projects that support the improvement plan, ensure individual actions are completed and ensuring action owners are undertaking required work and flag risks and barriers. They will work with the Service Improvement Manager to provide assurance regarding the progress against improvement strategy, improvement plan and performance framework.

Strategy & Performance Team

The Strategy and Performance Team will be required to produce and present performance information to both the Housing Improvement Board and the Housing Management Board. Whilst there will be fixed KPIs that are presented at both the team will also report tier 2 indicators to Board by exception in order to highlight potential areas of concern and thereby helping to identify appropriate remedial work required and support continuous improvement. The Strategy and Performance Team will also provide performance deep-dives to increase clarity and understanding around a certain subject where this is felt beneficial by either the Housing Improvement Board or the Extended Housing Management Team.

As part of wider communications the team will also ensure that performance items feature in articles and newsletters circulated by the Communications Team; again highlighting immediate concerns alongside showcasing areas of good performance and appropriate success.

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The team will also support effective data governance practices working alongside Data and Intelligence colleagues to ensure that data is accurate, replicable and transparent.

Tenant Involvement Manager

As part of the Council's approach to resident involvement it is vital that customers are informed of performance and are in a position to hold the authority to account. The Tenant Involvement Manager will support the presentation of performance information every quarter, allowing for residents to challenge the authority and support the development of future performance aspirations and targets. Again, where requested by tenants, deep dives into performance information will be facilitated and supported by the Strategy and Performance Team.

Heads of Service

Each Tier 2 Dashboard is allocated directly to a Head of Service. They will be required to complete the necessary information as required (either monthly or quarterly depending on the specific indicator). They will also be responsible for ensuring that tier 3 dashboards are completed and updated and where necessary by exception items not covered in tier 2 are reported to the Extended Housing Management Team in order to allow for oversight and appropriate support.

Reporting Requirements

Every KPI contained within the framework will establish key details linked to the following:

- The relevant Data Steward – who holds overall responsibility for the relevant data (reporting, extraction and accountability) – in practice the person who will be required to explain the data.
- Location/s of data
- Clear definitions detailing what is being measured and any calculation used to create the measure
- Information relating to where the measure is reported (ie tier 1 or 2 dashboards)
- Additional contacts for extracting the data if required
- Level of assurance the organisation has on the quality and accuracy of the data

Within the template Tier 1 dashboard (appendix A) are the specific reporting requirements attached to each field of the document¹.

In completing the dashboards managers will be expected to meet the following standards in relation to the key data points:

¹ The live dashboard is an Excel document that is continuously updated and subject to change. The template included within the appendix details the specific requirements attached to each category and heading

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- Target – targets should be set annually and not change throughout the year. In regard to Tier 1 KPIs these targets will be incorporated into the annual service planning exercise. Targets should also include a degree of tolerance where applicable based on an understanding of seasonal trends and variation. Some indicators will not have a tolerance attached such as compliance indicators where the expectation is that the target will always be 100% and failure to meet this target will lead to a red performance RAG rating.
- Notes – Managers will be expected to include the details of the caseload size, the numerator and denominator that help to create the indicator and specific information relating to time highlighting the most useful information in relation to cases outstanding and their age profile where appropriate; again there is an expectation that all compliance related items will include this level of detail as standard.
- Trend – this is the direction of travel in comparison to the previous reporting period.
- Assurance RAG Rating – all indicators will be judged on the accuracy and reliability of the data used to calculate the performance.
- Data Quality Assurance and Next Steps – Managers will be required to state what data issues they are experiencing and how they are managing these challenges within this column. This includes any external validation that is undertaken. There is an expectation that all managers should be aware of the limitations of their data and be striving for improve quality and assurance.
- Mitigations – This sections should describe any additional work and activity that is being undertaken to help support the achievement of the aims of the service; in particular in helping keep tenants safe in their homes and in delivering the wider regulatory standards.

Reporting of the tier 1 and 2 dashboards is undertaken monthly in line with the Extended Housing Management Team and Housing Improvement Board meetings. Key dates to note are:

Date	Event / Action
10 th of every month	Completion of T1 and T2 dashboards
14 th of every month	Submission of Housemark benchmarking data
3 rd Thursday of every month	Extended Housing Management Team Meeting
4 th Thursday of every month	Housing Improvement Board
1 st Tuesday of every month	Meeting with the Regulator and presentation of performance information from previous month

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July / October / January / April	Completion of Corporate Quarter-end Performance Reporting
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No submission of data

Where data cannot be completed on time for either the tier 1 or tier 2 dashboard it is expected that the relevant owner / head of service provides a written statement explaining why the data / KPI is unavailable as part of the narrative section of the dashboard. This should also include the measures to be taken over the next month to address this issue. Explanations are also required where data assurance of the indicators has changed; specifically in the case of downgrades.

Data Assurance

As the Council navigates a challenging period of reorganisation and realignment of service delivery it is expected that issues around the quality of the data will emerge. All indicators within the performance framework will be assigned a RAG rating detailing the following:

RED	Significant concerns relating to the quality and accuracy of the data. Information drawn from very different data sources that cannot be confidently merged. Lack of a clear data owner.
AMBER	Minimal concerns around the quality and accuracy of the data due to period of stability and lack of variance over time. Data can be merged easily and with confidence. Data owner identified but may struggle with aspects of data management (i.e. split across different systems with limited access)
GREEN	High degree of confidence in the accuracy of the data, it can be easily extracted and replicated from systems when required. Knowledgeable data owner, who can identify anomalies and explain variance.

Continuous Improvement

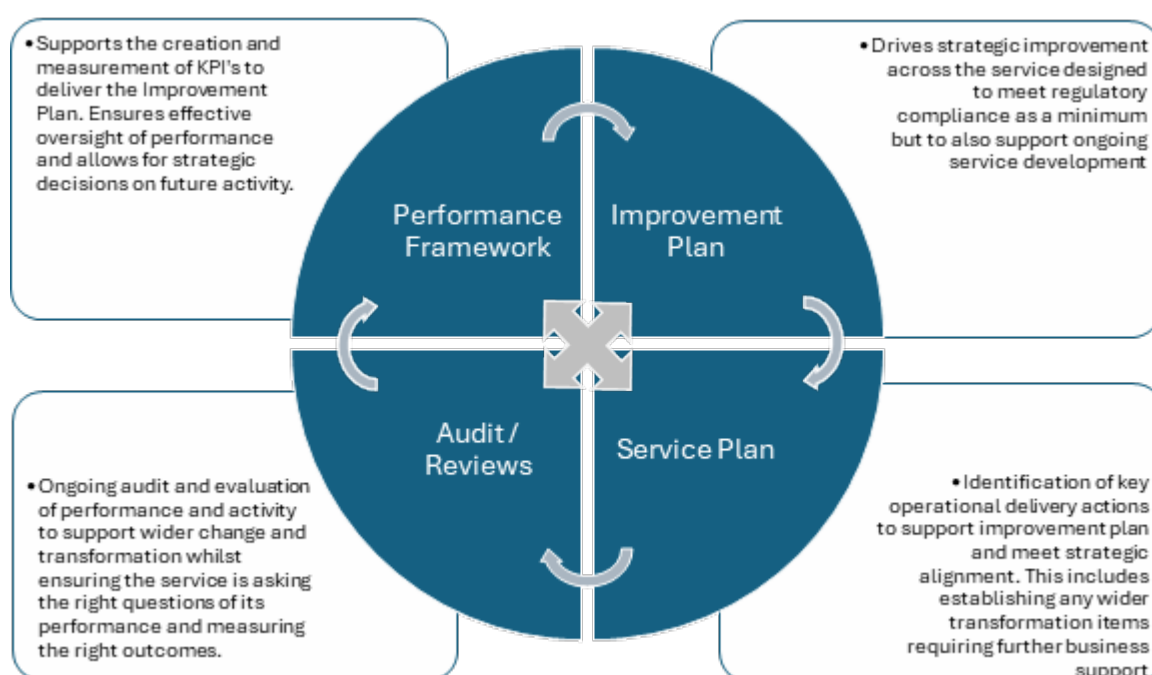
The performance framework is one component in the service's approach to continuous improvement. Performance indicators on their own will not drive ongoing improvements to performance. Instead, they will be used to identify key priorities within the service plan (either in relation to new KPIs or to support development of work in areas where under-performance is occurring). The Improvement Plan, in turn, will support the delivery of the service plans (and service plan reviews); whilst ongoing delivery will also undergo routine audit and investigation which will inform future priorities.

Despite appearing cyclical in nature, it is recognised that these four areas will interact with each other at different times and for different reasons (for example within the audit process it is expected that KPIs, strategic objectives and service plan objectives will all

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be scrutinised; meanwhile, the service planning process will also draw on activity linked to inspection and support the formulation of new KPIs.)

KPIs will remain under review with an annual assessment undertaken each year in line with the service planning process which will help identify if any work is needed to support baselining of new KPIs and test extraction and measurement to ensure they are capturing the required elements. Outside of this process changes to KPIs will be agreed by HIB subject to appropriate review and consideration of the implications of any changes.



Strategic Alignment

Delivery of the Improvement Plan requires clear outcomes and identified objectives. In order to demonstrate progress, the following measures have been identified attached to each objective.

Key Strategic Objective	Success Indicator
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, handling code and consumer standards.	<ul style="list-style-type: none"> Improvement Plan Action: 1.1(Governance Framework) Improvement Plan Action: 1.2 (Performance Framework)

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	<ul style="list-style-type: none"> • Improvement Plan Action: 1.4 (Policy Framework) • Attainment of C1 Regulatory Judgement •
Our culture reflects a high-performing organisation and continuous improvement.	<ul style="list-style-type: none"> • Improvement Plan Action: 1.5 (Learning and Development Strategy and Action Plan) • Staff Satisfaction (Pulse Survey) • KPI – Workforce (ie vacancies / staff turnover)
Work is prioritised appropriately, and risks are well managed.	<ul style="list-style-type: none"> • Risks reviewed quarterly and fed into corporate risk mechanisms where appropriate • Trend of risk rating reported corporately • KPIs reported monthly and both performance and data assurance are risk rated – improvement of risk rating and appropriate mitigations identified
Systems and Data are effective in supporting service delivery, reporting and oversight.	<ul style="list-style-type: none"> • All data governance markers as green on Tier 1 and Tier 2 dashboards • Improvement Plan Action: 2.5 (Implement Asset Management system) •
All properties have an up-to-date stock condition survey.	<ul style="list-style-type: none"> • KPI – 100% completed stock condition surveys
The repairs service delivers repairs in line with targets set.	<ul style="list-style-type: none"> • KPI - % of responsive repairs completed in target time • KPI - % of emergency repairs completed in target time
Data relating to safety of homes and compliance is robust and maintained.	<ul style="list-style-type: none"> • KPIs – All compliance indicators in T1 dashboard within target
Complaints are well managed, and processes meet the expectations of the Housing Ombudsman complaints	<ul style="list-style-type: none"> • KPI – Stage 1 complaints resolved in target time • KPI – Stage 2 complaints resolved in target time

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Resident views are heard and acted upon.	<ul style="list-style-type: none">• TSM – How satisfied or dissatisfied are you that the landlord listens to your views and acts on them
A communication approach which delivers clear, consistent and timely communications with tenants, leaseholders and other stakeholders.	<ul style="list-style-type: none">• TSM – How satisfied or dissatisfied are you that the landlord keeps you informed about things that matter to you.

As part of the review cycle above a six-monthly audit is scheduled to review these items and ensure they remain relevant and accurate.

Risk Management

It is recognised that the Performance Framework will play a significant role in the identification and management of risk across the service. Risk is reported on a quarterly basis to the Council Executive. Prior to this presentation risks will be reviewed by the Housing Improvement Board with amendments and updates to the risk profile agreed by the Assistant Director for Housing.

Appendices

Appendix A: Tier 1 Dashboard

Appendix B: Tier 2 Dashboard

Equality impact assessment (EIA) form: evidencing paying due regard to protected characteristics

(form updated June 2023)

Housing Improvement Strategy

Equality Impact Assessments (EIAs) are public documents. EIAs accompanying reports going to County Councillors for decisions are published with the committee papers on our website and are available in hard copy at the relevant meeting. To help people find completed EIAs, we also publish them in our website's Equality and Diversity section. This will help people to see for themselves how we have paid due regard in order to meet statutory requirements.

Name of Directorate and Service Area	Community Development - Housing
Lead Officer and contact details	Andrew Rowe – AD Housing
Names and roles of other people involved in carrying out the EIA	Vicky Young – Service Improvement Manager
How will you pay due regard? for example, working group, individual officer	This overarching EIA has been carried out by the Service Improvement Officer and Tenants will be involved, considering the Improvement Strategy prior to adoption.
When did the due regard process start?	September 2024

Section 1. Please describe briefly what this EIA is about. (for example, are you starting a new service, changing how you do something, stopping doing something?)

Establishing the Strategy for service improvement, to address non-compliance with the Consumer Standards.

Section 2. Why is this being proposed? What are the aims? What does the authority hope to achieve by it? (for example, to save money, meet increased demand, do things in a better way.)

The Council is transforming landlord services for its own tenants and leaseholders. To support that process, the Council is undertaking a full review of all policies and strategies relating to our tenants and leaseholders in our role as their landlord. The new Improvement Strategy sets out how we will address non-compliance and move beyond to deliver exemplar social housing services.

Section 3. What will change? What will be different for customers and/or staff?

The new strategy provides clear direction for the housing service, it's staff, tenants, elected members and external bodies.

Section 4. Involvement and consultation (What involvement and consultation has been done regarding the proposal and what are the results? What consultation will be needed and how will it be done?)

This draft Improvement Strategy was presented to Tenant Voice Forum in May 2025.

Section 5. What impact will this proposal have on council budgets? Will it be cost neutral, have increased cost or reduce costs?

The proposal does not have an impact on existing budgets

Section 6. How will this proposal affect people with protected characteristics?	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
Age		✓		<p>From information currently available we can estimate that 51% of our tenants are aged over 60. In 2021, 25% of the county's adult population was over the age of 65. This is higher than the national percentage of 18.4%. This means that our tenant population is significantly more aged than the average population for North Yorkshire and the country.</p> <p>By 2035, 32.60% of North Yorkshire's total population will be aged 65+ and 5.97% will be aged 85+.</p> <p>Nationally 23.26% will be 65+ and 4.05% will be 85+ by 2035.</p> <p>Less than 5% of our tenant population are under 29. North Yorkshire has a lower proportion of young people than the national average- 24.5% under 25 compared to 29.2% nationally.</p>
Disability		✓		<p>North Yorkshire has a lower proportion (19.3%) of people with a disability or long-term limiting illness whose day-to-day</p>

			<p>activities are limited a lot- against the national average of 23.69%.</p> <p>However, this will rise to 20.89% of the 65+ population in North Yorkshire, against a national average of 24.86%.</p> <p>By recognising the needs of our residents who may be more vulnerable or have specific accessibility and adaptability requirements we will improve our service.</p>
Sex		✓	<p>The proportion of females is slightly higher (51%) than that of males (49%).</p> <p>This pattern is reflected across all localities, with the exception of Richmondshire where the large number of predominantly male military personnel have the effect of reversing the proportions.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Race		✓	<p>North Yorkshire has a much lower proportion (4.77%) of people who identify with a non-UK identity than the national average (12%).</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Gender reassignment		✓	<p>In the 2021 census 1478 (0.28%) of residents across North Yorkshire identified themselves as transsexual or with a gender identity different to that registered at birth.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Sexual orientation		✓	<p>In the 2021 census 11,291 (2.2%) of residents across North Yorkshire identified themselves as Lesbian, Gay, Bisexual, or Other (LGB+).</p>

				Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.
Religion or belief		✓		<p>North Yorkshire has higher levels of Christians (55.6%) than the national average (46.2%), and lower levels of all other religions than the national average. Percentages of those with no religion or not stating their religion are broadly similar to the national average.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
Pregnancy or maternity		✓		<p>In 2021 there were 5133 live births in North Yorkshire.</p> <p>In 2020 the conception rate per 1000 for under 18's was 10.9. This is below the rate for England (13).</p> <p>In 2020/21 4.2% of deliveries in North Yorkshire were to mothers from ethnic minorities, compared to the England value of 21.6%.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic</p>
Marriage or civil partnership		✓		<p>A higher percentage of North Yorkshire's population is married or in a civil partnership (53.7%) than the national average (46.8%)</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>

Section 7. How will this proposal affect people who...	No impact	Make things better	Make things worse	Why will it have this effect? Provide evidence from engagement, consultation and/or service user data or demographic information etc.
..live in a rural area?	✓			The population in North Yorkshire is generally sparser than the national average

				<p>(77 people per square kilometre as opposed to 434 nationally). In some parts of the county this is lower still (Ryedale 36, Richmondshire 38, Craven 48, Hambleton 69).</p> <p>We recognise that a lot of our meetings will be held in central locations. We will offer transport and support to access the meetings in person or an option to join on line. We also commit to introducing more community-based activities and involving tenants where they live. This will not be limited to urban areas</p>
...have a low income?	✓			<p>The proportion of households in deprivation in North Yorkshire reduced between 2011 and 2021. In 2011 52.1% of households in North Yorkshire were deprived in at least one of the four dimensions (employment, education, health and disability, housing).</p> <p>By 2021 this had fallen to 46.7%. This 5.4 percentage point reduction in North Yorkshire compared with a 5.9 percentage point reduction across England as a whole, with the proportion of households in deprivation in North Yorkshire remaining below the national average.</p>
...are carers (unpaid family or friend)?	✓			<p>Carers' allowance claimants make up 0.98% of North Yorkshire's population.</p> <p>This is lower than the average for England (1.42%) but there are variations across the county. It is likely, however, that these figures do not reflect the true number of people carrying out caring roles in the county as many do not claim allowances.</p> <p>Our ambitions will not have any anticipated impacts on people specifically due to them sharing this particular protected characteristic.</p>
..... are from the Armed Forces Community	✓			<p>North Yorkshire has 29,831 Armed Forces Veterans. Richmondshire has the highest proportion of Armed Forces Veterans in</p>

				<p>North Yorkshire at 9.5% (3,962), which is the third highest nationally.</p> <p>The proportion of veterans in Richmondshire is more than double the national average rate, which is 3.8%.</p> <p>Harrogate has the highest number of Armed Forces Veterans in North Yorkshire with 7,076 (5.2%).</p> <p>Our ambitions will not have any specific impact on those from the armed forces community and we will deliver services in line with the Armed Forces Covenant.</p>
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Section 8. Geographic impact – Please detail where the impact will be (please tick all that apply)

North Yorkshire wide	
Craven district	
Hambleton district	
Harrogate district	✓
Richmondshire district	✓
Ryedale district	
Scarborough district	
Selby district	✓

If you have ticked one or more districts, will specific town(s)/village(s) be particularly impacted? If so, please specify below.

No, specific towns and villages will not be impacted.

Section 9. Will the proposal affect anyone more because of a combination of protected characteristics? (for example, older women or young gay men) State what you think the effect may be and why, providing evidence from engagement, consultation and/or service user data or demographic information etc.

The proposal will not affect anyone more because of a combination of protected characteristics.

Section 10. Next steps to address the anticipated impact. Select one of the following options and explain why this has been chosen. (Remember: we have an anticipatory duty to make reasonable adjustments so that disabled people can access services and work for us)	Tick option chosen
1. No adverse impact - no major change is needed to the proposal. There is no potential for discrimination or adverse impact identified.	✓
2. Adverse impact - adjust the proposal - The EIA identifies potential problems or missed opportunities. We will change our proposal to reduce or remove these adverse impacts, or we will achieve our aim in another way which will not make things worse for people.	
3. Adverse impact - continue the proposal - The EIA identifies potential problems or missed opportunities. We cannot change our proposal to reduce or remove these adverse impacts, nor can we achieve our aim in another way which will not make things worse for people. (There must be compelling reasons for continuing with proposals which will have the most adverse impacts. Get advice from Legal Services)	
4. Actual or potential unlawful discrimination - stop and remove the proposal – The EIA identifies actual or potential unlawful discrimination. It must be stopped.	
Explanation of why the option has been chosen (include any advice given by Legal Services.) The proposed strategy and action plan highlights the improvements we will make to the housing service, in particular improving our data on our customers and their vulnerabilities, leading to improved housing services tailored to the needs of residents.	

<p>Section 11. If the proposal is to be implemented how will you find out how it is really affecting people? (How will you monitor and review the changes?)</p> <p>We will use customer data to ensure that our tenants are not feeling any negative impact from the implementation – reviewing complaints data etc. We will use the Tenant Satisfaction survey to ensure that positive impacts are being felt.</p>
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Section 12. Action plan. List any actions you need to take which have been identified in this EIA, including post implementation review to find out how the outcomes have been achieved in practice and what impacts there have actually been on people with protected characteristics.				
Action	Lead	By when	Progress	Monitoring arrangements
Review TSM results	Carl Doolan	June 2025		TSMs
Collect diverse needs data	Carl Doolan	December 2025		Housing Improvement Board

<p>Section 13. Summary Summarise the findings of your EIA, including impacts, recommendation in relation to addressing impacts, including any legal advice, and next steps. This summary should be used as part of the report to the decision maker.</p> <p>The ambitions in the Improvement Strategy will result in increased compliance with the Consumer Standard and better outcomes and improved customer focused service delivery for all North Yorkshire Council tenants and leaseholders</p>

The anticipated impacts of our ambitions are therefore positive ones.

Due regard to equalities will be paid when making decisions on actions to realise these ambitions and, where appropriate, these will be subject to full EIAs.

Section 14. Sign off section

This full EIA was completed by:

Name: Vicky Young

Job title: Service Improvement Manager

Directorate: Community Development

Signature:

Completion date: 10th March 2025

Authorised by Assistant Director: A Rowe

Date: 12 March 2025

Initial Climate Change Impact Assessment (Form created August 2021)

The intention of this document is to help the council to gain an initial understanding of the impact of a project or decision on the environment. This document should be completed in consultation with the supporting guidance. Dependent on this initial assessment you may need to go on to complete a full Climate Change Impact Assessment. The final document will be published as part of the decision-making process.

If you have any additional queries, which are not covered by the guidance please email climatechange@northyorks.gov.uk

Title of proposal	Housing Improvement Plan and Strategy
Brief description of proposal	The Improvement Action Plan and high level Improvement Strategy are the key documents outlining NYC's reaction to the C3 Regulatory Judgement issued by the Regulator for Social Housing.
Directorate	Community Development
Service area	Housing Delivery and Partnerships
Lead officer	Hannah Heinemann
Names and roles of other people involved in carrying out the impact assessment	Vicky Young - Service Improvement Manager

The chart below contains the main environmental factors to consider in your initial assessment – choose the appropriate option from the drop-down list for each one.

Remember to think about the following;

- Travel
- Construction
- Data storage
- Use of buildings
- Change of land use
- Opportunities for recycling and reuse

Environmental factor to consider	For the council	For the county	Overall
Greenhouse gas emissions	No effect on emissions	No Effect on emissions	No effect on emissions
Waste	No effect on waste	No effect on waste	No effect on waste
Water use	No effect on water usage	No effect on water usage	No effect on water usage
Pollution (air, land, water, noise, light)	No effect on pollution	No effect on pollution	No effect on pollution
Resilience to adverse weather/climate events (flooding, drought etc)	No effect on resilience	No effect on resilience	No effect on resilience
Ecological effects (biodiversity, loss of habitat etc)	No effect on ecology	No effect on ecology	No effect on ecology
Heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape	No effect on heritage and landscape

If any of these factors are likely to result in a negative or positive environmental impact then a full climate change impact assessment will be required. It is important that we capture information about both positive and negative impacts to aid the council in calculating its carbon footprint and environmental impact.

Decision (Please tick one option)	Full CCIA not relevant or proportionate:	x	Continue to full CCIA:	
Reason for decision	The Improvement Action Plan and Housing Improvement Strategy are high level documents which outline the actions needed to achieve compliance with the consumer standards and the council's strategy to improve housing service delivery further once compliant. IN themselves these actions have no impact on climate change. There may be further actions, within projects which will require a full CCIA as plans develop.			
Signed (Assistant Director or equivalent)	Andrew Rowe			
Date	2 April 2025			