

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 15th April and the Housing Improvement Strategy agreed by Executive Member for Culture, Arts and Housing on the 9th 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 31st March 2025 and Phase Two (external repairs, voids, customer launch) went live, ahead of schedule, on 9th 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 9th 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](#)