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# **Provider Improvement Plan Update Report**

Period ending December 2025

Lead Member Briefing: 19 January 2026

HEN Board: 4 March 2026

Housing Scrutiny Commission: 21 April 2026

Lead director/officer: Chris Burgin

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## **Useful information**

- Ward(s) affected: All
- Report author: Nick Griffiths
- Author contact details: Ext 37 6258. Nick.griffiths@leicester.gov.uk
- Report version number: Ver 3.0 (final)

### **1. Summary**

- 1.1. This briefing paper is to update the Lead Member for Housing and the City Mayor on the progress made on the housing division's Provider Improvement Plan (PiP).
- 1.2. In May 2025, the Regulator of Social Housing (RSH) carried out a routine inspection of Leicester City Council's Housing Division and the division was given a consumer grading of C3. The inspection process and reasons for the grading have been subject to previous reports.
- 1.3. Following the regulatory judgment outcome, the division is now in the "provider engagement phase" where we are subject to an increased level of intervention and scrutiny from the RSH.
- 1.4. The division meets on a regular (currently monthly) basis with the RSH's engagement team, where progress against the PiP is discussed. As part of this process, the division provides the RSH with information, data and other material in advance of the meeting to evidence and provide assurance of progress against targets and milestones.
- 1.5. The aim of the division is to achieve compliance with the consumer standards (i.e. a C2 or above rating) within a reasonable period of time. The PiP is a robust document, which sets out clear milestones, timelines and actions to achieve compliance and address areas of weakness identified by both the division in the self-assessment carried out in 2024 and in the RSH's regulatory judgement in July 2025.
- 1.6. At this stage, it is not known how long the engagement phase will last, but it is thought that once the RSH is assured that the division is compliant (or working towards compliance) with the standards, then the engagement will become less frequent and intensive.

### **2. Recommended actions / decisions.**

- 2.1. That the report and progress against the PiP is noted.
- 2.2. The timetable for future reports is agreed.

### **3. Scrutiny / stakeholder engagement.**

- 3.1. This report is the first in a series of regular updates to the Lead Member for Housing and the City Mayor. Updates will also be provided to Housing Scrutiny Commission and Tenant Scrutiny Panel.
- 3.2. The draft timetable for updates is as follows:
  - 3.2.1. January: quarterly updates to LMB and CMB

- 3.2.2. April: update to LMB and CMB. This report then forms the bi-annual update to be provided to Tenant Scrutiny Panel (TSP) and Housing Scrutiny (HSC).
- 3.2.3. July: quarterly update to LMB and CMB
- 3.2.4. October: update to LMB and CMB, biannual report to TSP and HSC
- 3.3. Subject to agreement this pattern will commence in January 2026 and be repeated for 2027 and subsequent years if required.
- 3.4. Once the division archives compliance, these updates may no longer be needed, and scrutiny, oversight and governance will be delivered through business as usual.

#### **4. Background and options with supporting evidence.**

- 4.1. This report concentrates on the progress made against the PiP (provider improvement plan) which was drawn up following the publication of the grading judgment.
- 4.2. The PiP has 26 individual actions, which are thematically grouped, and each is linked to one of the four consumer standards. Some of the individual actions have an interdependency, so cannot be completed until another specific action has been completed.
- 4.3. The action outcomes are:
  - 4.3.1. Safety and Quality Standard: Stock quality and decency
    - **SQ01.** Up to date evidenced understanding of the condition of all homes [by carrying out a HHSRS inspection of the property]
    - **SQ02.** Use the information (above) to accurately report on the Decent Homes Standard
  - 4.3.2. Safety and Quality Standard. Repairs and Maintenance
    - **RM01.** Address the out of category repairs
    - **RM02.** Improve transactional survey response rates for responsive repairs.
    - **RM03.** Address the outstanding and overdue works for damp and mould.
    - **RM04.** Improve reporting for damp and mould processes (note: RM03 and RM04 are being treated as one amalgamated action)
    - **RM05.** Establish and agreed frequency for reporting to members on repairs performance.
  - 4.3.3. Safety and Quality Standard. Health and Safety (H&S)
    - **HS01.** Undertake a programme of five-year EICR (electrical compliance) testing for all domestic properties
    - **HS02.** Complete the data validation exercise for asbestos in communal areas
    - **HS03.** Introduce timescales and programme of checks for water safety.
    - **HS04.** Improve the reporting system for fire safety inspection

- **HS05.** Improve oversight and reporting of all H&S outcomes and performance.
- 4.3.4. Neighbourhood and Community Standard. ASB and Hate Incidents.
  - **ASB01.** Improve the way service standards and performance information about ASB is published.
- 4.3.5. Tenancy Standard. Mutual exchanges.
  - **MEX01.** Review the mutual exchange policy
- 4.3.6. Transparency, Influence and Accountability Standard. Right to request information
  - **DIV01.** Improve the way that the right to request information in a variety of formats is communicated to tenants
- 4.3.7. Transparency, Influence and Accountability Standard. Fairness, respect and diverse needs
  - **DIV02.** Regularly assess if services are access fairly by all demographics
- 4.3.8. Transparency, Influence and Accountability Standard. Information.
  - **INF01.** Consider what information is shared with tenants, in what format, and how frequently
  - **INF02.** Information should be provided in a variety of formats and languages
- 4.3.9. Transparency, Influence and Accountability Standard. Engagement.
  - **ENG01.** Taking tenant views into account in decision making
  - **ENG02.** Establish the Tenant Scrutiny Panel
  - **ENG03.** Ensure demographic representation of tenants on local estates and on TSP
- 4.3.10. Transparency, Influence and Accountability Standard. Complaints
  - **CPT01.** Ensure that the company policy is published and the information on how to make a complaint is consistent
  - **CPT02.** Improve reporting on complaints
  - **CPT03.** Improve internal reporting (oversight and scrutiny) of complaints
  - **CPT04.** Improve reporting on complaint outcomes and service improvements as a result of learning are communicated to tenants
  - **CPT05.** Improve the ICT solution for complaints and provide an enhanced suite of reports
- 4.4. Each action has associated milestones, timelines and outcomes
- 4.5. A responsible person has been assigned to each specific action, alongside the accountable person, who will be consulted and who will be informed about progress and outcomes.
- 4.6. Progress is measured in two ways:

- 4.6.1. Firstly, though a RAG rating, to measure if the action is on track against the predicted milestones.
- 4.6.2. Secondly, if the outcome of the action has been fully completed.
- 4.7. To expand on this as an example. For RM01 the action plan is to reduce the number of out of category repairs to zero by December 2026. If the action is on track, it is rated green, but the outcome has not been achieved so this will remain red until there are zero outstanding out of category repairs.
- 4.8. The action plan is overseen by a project board, chaired by the Strategic Director of CDN.
- 4.9. Currently, the Division meets with the RSH on a monthly basis to report on progress on the action plan. with meetings scheduled up to and including March 2026. The meetings are attended by two or three members of the RSH, and the Divisional Director, Heads of Service and Programme Manager from the council.
- 4.10. Approximately one week prior to the meeting, the RSH provide an agenda for the main items they want to discuss. To date this has focussed mainly on performance for repairs (RM01), electrical safety (HS01), stock condition surveys (SQ01), damp and mould (RM03) as well as complaints (CPT01-05).
- 4.11. The division uploads evidence (including the most up to date copy of the PiP) and additional material through the NROSH portal five working days before the engagement meeting.
- 4.12. Speaking to other landlords in the engagement period, it appears that as the RSH gains assurance with the provider's ability to become compliant with the consumer standards, the frequency of meetings reduces. At this stage, it is not known how long the monthly meetings will continue for.
- 4.13. The RSH has indicated that it may not be necessary to wait until the next cyclical inspection to review the consumer grading as they may review the outcome during the engagement period. However, the RSH have been conducting inspections since April 2024, and, to date, only one report has been seen which indicate that a provider has been up-graded during the engagement phase (conversely, there has also been one instance of a landlord being downgraded to C4 during the RSH intervention phase). It is therefore unclear if or when the division will obtain a C2 (or above) consumer grading nor by what method.
- 4.14. As some of the outcomes have timescales which are measured in years (for example, carrying out stock condition surveys and EIRC checks over a five-year period) it will not be possible to fully complete the action during the engagement phase, but it will be possible to provide evidence and assurance that the division is on track to achieve the full outcome.

## **5. Action plan progress.**

- 5.1. A summary of the action progress as of 31 December 2025 is given below.
- 5.2. Of the 26 Actions, five are fully complete, these being HS02, HS03, MEX01, ENG02 and CPT01
  - 5.2.1. HS02 – finish the resurveying (data validation) exercise for asbestos in communal spaces. This action was completed on site in September 2025, and all communal areas have had validation checks carried out. Annual

business as usual checks by the Building Responsible Officer (BRO) have commenced.

- 5.2.2. HS03 - introduce timescales for water safety checks. The Water Safety management standard has been updated with timescales and frequencies of checks.
- 5.2.3. MEX01. The mutual exchange policy has been updated, and the revised version is now in use
- 5.2.4. ENG02. The TSP has been established, and the engagement team recruited.
- 5.2.5. CPT01. The information on how to make a complaint contained in the policy has been reflected on the website.

5.3. No actions are rated as red.

5.4. There are seven actions rated as amber. All progress is kept under constant review though the operational group meetings overseen by the divisional director.

5.4.1. RM01 – reduction in out of category day to day repairs. While there has been a steady reduction in the number of repairs, in line with predictions, it must be noted that during the winter months demand on the responsive repairs service can fluctuate unexpectedly due to adverse weather conditions, and the division has also considered an increase in demand due to more defects being identified during stock condition surveys alongside the demands placed on all social landlords by the introduction of Awaab's Law. In January 2026, it is planned that new contractors will commence on site which will increase capacity, the status of the action will be kept under constant review.

5.4.2. RM03 – damp and mould processes and reporting. The number of outstanding damp and mould (D&M) cases increased during November 2025, mainly due to the increased responsibilities placed on the division as a result of Awaab's Law. This resulted in an increase of reported cases by 160% when compared to the same period in 2024. Additional resources have been identified to increase capacity within the internal and external teams.

5.4.3. HS04 and HS05 – improve reporting for fire safety and H&S overall. These two actions are interrelated and have common dependencies. The ability to improve reporting on all H&S is depended on the introduction of the IT System module NEC Risk Module. During the set up process and testing in November/December several bugs and ICT issues were identified. Each issue is being resolved in real time, which can result in delays. This is not unusual when implementing a new ICT solution, and the timeline, whilst slightly delayed, is still on track for go-live in April 2026. The actions are rated amber as insurance in case there is a repetition of an existing bug, or a new unknown issue comes to light.

5.4.4. INF01 – what information is shared with tenants. There have been delays in the recruitment process for a dedicated member of staff which are due to corporate resourcing issues. It was anticipated that recruitment would be complete by the end of 2025, but this has been pushed back to spring 2026. However, work is ongoing on the workstream to identify best practice and to co-design the content of communication and performance information with the Tenant Scrutiny Panel.

5.4.5. CPT02 – information on complaint outcomes and learning is shared with tenants. This action is linked to INF01 (above)

- 5.4.6. CPT05 - improve the ICT solution for complaints. Some delays with scoping and designing a bespoke ICT solution have been encountered.
- 5.5. The remaining 13 actions are rated as green, so they are all on track against the predicted milestones and timelines.
- 5.5.1. SQ01 & SQ02. The organisational review in Technical Services has been completed. Full stock condition and HHSRS inspections commenced in April 2025, with 1998 being complete by 31 Dec 2025 (10.4% of stock). Recruitment of staff is underway to the new asset team to increase capacity to carry out approximately 3,900 surveys per annum and achieve full compliance by the end of 2029. Please note, carrying out a survey is dependent on the co-operation of the tenant to allow access. Based on peer benchmarking an access rate of 85% is considered to be excellent. It is therefore anticipated that the division will not reach a true access rate of 100% of properties without enforcement or intervention. A divisional no-access strategy and policy statement is currently being designed.
- 5.5.2. RM02. The division has agreed a new approach to carrying out transactional surveys. The question sets which were in use previously, are being re-written with a view to roll out in early 2026 for responsive repairs. This will be accompanied by promoting the use of surveys to increase return rates to the initial target of 20%. It is hoped that that the revised approach will be rolled out to other service areas during 2026
- 5.5.3. RM05. The timetable for reporting on D&M will be agreed with HSC in April 2026
- 5.5.4. HS01. The rolling programme of carrying out EICR check to homes has commenced. To date, 6,189 or 32.3% of domestic properties have a valid EICR. The target is to complete approximately 430 per month in the longer term to achieve full compliance by December 2028. During Aug-November 2025, contractors and internal resources were being mobilised and increased to achieve compliance. Further resources will be available in early 2026. The situation will be kept under review in early 2026 to increase outcomes. Please note, the same caveat on access in SQ01 applies to EICR checks. The division will need to consider what, if any, enforcement action needs to be taken to achieve 100% compliance alongside a targeted communication plan.
- 5.5.5. ASB01. Revised service standards have been agreed with the TSP and published in December 2025. Future performance reporting will be against these standards and will form part of the "business as usual" information provided to tenants. This outcome is linked to INF01/INF02.
- 5.5.6. DIV01. Work is underway to re-introduce translation straplines onto standard letters. The website will also be updated to reflect the right of tenants to request information in different formats in due course (following the lifting of the moratorium on new content on the revised external site). Work has started on mapping out the language preferences for each area / estate based on the 2021 census return. This will allow the division to better target areas with information on the availability of information in different formats. The division is also exploring the use of technology to offer more bespoke translation services
- 5.5.7. DIV02. In Q4 of 2025/26 the division plans to run a series of reports on the most common areas of service requests and compare this to the existing demographic information held on the NEC system. These reports will be

analysed and refined with view to carrying out more regular interrogation on service requests in the future. In addition, it is planned that in 2026/2027 the demographic information held on each tenancy will be checked and verified through the annual gas safety/smoke alarm check process. This will provide more robust base information as a comparator to ensure strong equal service access.

- 5.5.8. INF02. The timescale for completion of this action is September 2026. The Information and Communication Co-ordinator will pick up this action as a priority task once recruited
  - 5.5.9. ENG01 & ENG03. The engagement team is now established, and regular monitoring of the demographics of tenants accessing the Pop Ups, members of the TSP and tenants who access other engagement activities is underway.
  - 5.5.10. CPT02 & CPT04. Improvements to the complaints service is subject to a separate and detailed action plan. This will be the subject of a separate report. For completeness, the ICT requirements have been mapped out, and a new system is being designed. Recruitment of the Complaint Manager has been completed. Alongside the knowledge of what improvements are required gleaned from both internal reviews and Ombudsman determinations a service analysis is being carried out and the outcome of this will inform the improvement action plan.
- 5.6. Further updates will be provided (as set out above) on a quarterly basis to the Lead Member and the City Mayor. The next update will be April 2026, which is proposed to also be subject to scrutiny by the TSP and HSC.

## **6. Financial, legal, equalities, climate emergency and other implications**

### 6.1 Financial implications

The additional financial cost associated with improved compliance is reflected quarterly within budget monitoring reports, notably in relation to repairs and damp/mould remediation. Additional budget provision is made within the draft HRA Budget report for 2026/27, including £2.1m for legislative and regulatory pressures.

Signed: Stuart McAvoy – Head of Finance

Dated: 14<sup>th</sup> January 2026

### 6.2 Legal implications

No specific legal implications to be noted, save for to ensure continued effective engagement with the RSH to prevent further action.

Signed: Shazmina Ghumra (Principal solicitor)

Dated: 12 January 2026

### 6.3 Equalities implications

Our Public Sector Equality Duty (PSED) requires us to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between those who share a

protected characteristic as defined by the Equality Act 2010 (sex, sexual orientation, gender reassignment, disability, race, religion or belief, marriage and civil partnership, pregnancy and maternity, age) and those who do not. The Council also has an obligation to treat people in accordance with their Convention rights under The Human Rights Act, 1998.

This paper provides an update on the housing division's improvement plan (PiP) following the routine inspection carried out by the Regulator of Social Housing (RSH). The PiP update should have a positive impact on people from across a range of protected characteristics by ensuring the consumer standards are being effectively implemented and monitored. PiP actions include ensuring our tenancy information is up to date taking into account the demographic profile for each area and information is in accessible formats and the option to have information translated to meet the language needs of tenants is to be provided. These should help to ensure that tenants have improved access to services and are able to raise any issues/concerns in a timely manner.

Signed: Sukhi Biring, Equalities Officer

Dated: 8 January 2026

#### 6.4 Climate Emergency implications

Housing remains the biggest source of Leicester's direct carbon emissions, with the use of gas boilers for heating and hot water being the biggest contributor to those emissions. To reach net zero emissions, work will need to continue to make housing more energy efficient and, over time, to replace gas boilers with electric forms of heating.

As a major landlord in the city, the council has an opportunity to support the decarbonisation of housing by ensuring that the investment it makes in the council housing stock aligns with net zero. For the existing stock, in the immediate future, this means continuing to improve thermal performance, using knowledge of the stock to focus on homes performing less well – as identified in a previous report. In recent years this has included programmes to top up loft insulation and to install external wall insulation to solid wall homes. This all contributes to meeting required standards for quality, while helping keep tenants' energy bills down. It also helps prepare the housing for the future introduction of electric heating, which for most houses is likely to be heat pumps. The council is already future-proofing new council housing currently being built, by building to high standards of energy efficiency and fitting air source heat pumps and solar panels.

Signed: Phil Ball, Sustainability Officer, Ext 372246

Dated: 7<sup>th</sup> January 2026

#### 6.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

#### **7. Background information and other papers:**

#### **8. Summary of appendices:**

#### **9. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)?**

**10. Is this a “key decision**

**No**