
District Service Performance 2025

Decision to be taken by:

Lead Member Briefing: 29 September 2025

Housing & Neighbourhoods Board: 8 October 2025

Housing Scrutiny Commission: 11 November 2025

Tenants Scrutiny Panel: 26 November 2025

Assistant Mayor for Housing: Cllr Cutkelvin

Lead Director: Chris Burgin

■ Ward(s) affected: All

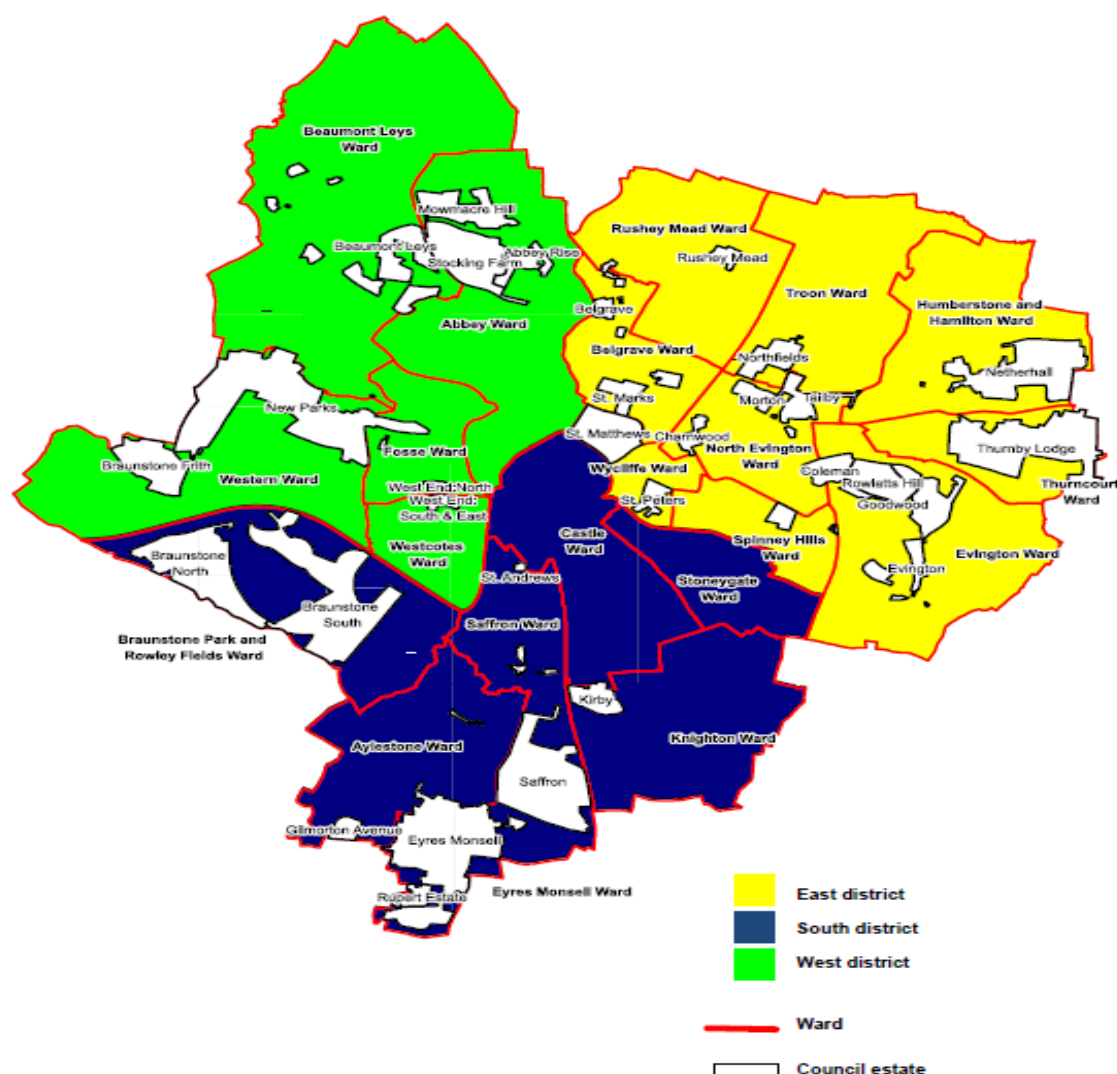
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■ Report version number: V4

1.1 This report provides an overview of the Tenancy Management Service, the support it provides and its performance as a social housing landlord to Leicester City Council tenants.

2.1 To note and comment on the contents of the report.

3.1 The Tenancy Management service provides the landlord functions to council tenants, there are just over 20,000 council properties in the city. The service operates on a geographical basis in the city, in three districts, East, South and West. Each district is managed by a District Manager.



- 3.2 The District Managers oversee the tenancy management staff, which include housing officers, assistants and sheltered housing officers to provide the landlord function to council tenants.
- 3.3 There is also a small Leaseholder Liaison Team to support the 1800 leaseholders in the city and a Gypsy and Traveller Team managing our 3 permanent sites in the city.
- 3.4 The profile of tenants has changed significantly over recent years as the criteria for social housing tightens because of the housing crisis. We continue to re-house more vulnerable people with multiple complex needs. To support our tenants who struggle to maintain their tenancy we have the in-house Supporting Tenants and Residents (STAR) service and the Help Beyond Housing Team.
- 3.5 The vision and the priorities for tenancy management service were developed in 2022 based on feedback received from tenants:

Vision:

“A customer focused landlord service that enables and supports tenants to have successful tenancies and live safely adhering to their Conditions of Tenancy”.

3.6 Priorities

- **Fire Safety and Communal Areas**
- **Customer Care**
- **Better Estates**
- **Live Well and Specialist Support**

- 3.7 There are a range of tenancy management functions carried out, that sit under these service priorities as listed below:

Fire Safety and Communal areas

- Fire inspections of communal areas in flatted accommodation
- Asbestos inspections in communal areas
- Fire Risk Assessment reviews
- Personal Emergency Evacuation Plans
- Cleaning inspections

Customer Care

- Implementing the engagement strategy action plan through the Engagement Team
- Facilitating the Tenants Scrutiny Panel
- Local estate-based engagement with tenant's associations and community groups
- Pop – Up Housing Offices
- Conducting the Annual Tenant's Satisfaction Measures Survey

Better Estates

- Estate inspections
- Monitoring of cleaning, grounds maintenance and estate caretaker service level agreements
- Identify and implement estate improvements (Environmental Budget work)
- Working closely with the community safety team and partners to deliver the Anti – Social Behaviour service to council tenants.

Live Well and Specialist Support

- First visits and welfare checks
- Domestic Abuse Cases
- Management cases - where tenants need to relocate.
- Decants - which is a temporary relocation whilst repairs are carried out.
- Arranging temporary accommodation
- Access to properties
- Condition of Tenancy breaches
- Mutual Exchanges
- Illegal occupiers
- Tenancy changes
- Safeguarding and risk cases
- Emergency situations – flood /fire
- Management of sheltered accommodation.
- Direct support provided to vulnerable tenants by the inhouse Supporting Tenants and Residents (**STAR**) Service
- Supported Housing and intensive floating support provided by the **Help Beyond Housing** team
- **Gypsy and Traveller** team
- **Leaseholder Liaison** team
- Out of Hours Service jointly with Repairs Service

3.8 The service priorities are closely linked to the consumer standards set out by the Housing Regulator, that the whole of the housing service contribute towards delivering. The standards are:

- **Safety and Quality**
- **Transparency, Influence and Accountability**
- **Neighbourhood and Community Standard**
- **Tenancy Standard**

4. Detailed report

Performance in key areas:

4.1 Fire Safety and Communal Areas

- 4.1.1 Neighbourhood Housing Officers are the **Building Responsible Officers (BROs)** for residential buildings with communal areas and oversee and carry out fire safety, cleaning and asbestos checks.
- 4.1.2 **Fire safety inspections** are carried out in all communal areas of flatted accommodation to ensure that all the fire safety equipment is in good working order and areas are free of obstacles to enable safe evacuation. Depending on the building type weekly or monthly inspections are carried out. There are 1500 communal areas to inspect, in the last year 95% of fire inspections were carried out in time. This is in comparison to 99% for 2024, the drop is due to vacant posts, which have now been filled.
- 4.1.3 For all tenants who will need assistance to evacuate a building in case of an emergency, **Personal Emergency Evacuation Plans (PEEPs)** are produced and shared with emergency services. We currently have over **352** in place to ensure we keep people safe; this is an increase from last year when we had 300.
- 4.1.4 The E-Bike and E Scooter Fire Safety Policy has been agreed to inform tenants of the risks associated with these and other devices containing lithium batteries. Information is available on the council's website [How to keep your home safe](#) and is provided to tenants when they sign up to a tenancy and included in the annual rent letters.
- 4.1.5 A city-wide review of **cleaning** and associated charges was carried out in response to engagement with tenants in the New Parks area at the Burns flats. The review identified that service needs have changed on estates and cleaning levels have been improved, we are confident that the level of cleaning now aligns to the charges. For Sheltered Housing we identified we were not charging for the level of cleaning carried out and this has led to the need to review the whole Sheltered Housing Service offer. Formal monitoring arrangements have now been put in place to ensure standards are maintained. See below communal areas and laundry room after enhanced level of cleaning was introduced at the Burns flats.



- 4.1.6 The cleaning service costs **£870k**, which is paid through charges collected from tenants.

Next Steps:

- 4.1.7 New government regulations around PEEPs and funding will be introduced this year. We therefore will need to review and enhance our PEEPs process
- 4.1.8 An ongoing annual review of cleaning to take place. The Housing Scrutiny Commission have also requested that engagement takes place with tenants in large blocks of flats across the city, to ensure cleaning standards are maintained.
- 4.1.9 We will need to determine the additional resources that will be required to carry out that increasing statutory BRO work, housing officers are now required to carry out.
- 4.1.10 A review of the Sheltered Housing Service offer and a review of further charges across all communal areas will also take place.
- 4.1.11 Tenants Satisfaction Measures (TSM) linked to this area, show an improvement in performance, as below:

TSM results		2023/24	24/25
TP05	Home is safe	57%	78%
TP10	Clean communal areas	49%	70%

4.2 Customer Care and Engagement

- 4.2.1 The Tenants Engagement and Communication Strategy was launched in March 2025, this will ensure structures are set up so that tenants are able to scrutinise services, help shape service delivery and influence decision making. The aim of the strategy is to hold the landlord to account and ensuring the division effectively communicates important matters to residents.
- 4.2.2 An Engagement Manager and 3 Engagement Officers have now been recruited to carry out engagement activities and implement the strategy across the city. The first engagement structure to be set up is the Tenants Scrutiny Panel (TSP), which has already had a few meetings. The panel so far has scrutinised the performance of gas services, tenancy management and made suggestions to improve services for tenants. See below the July 2025 meeting of the TSP. The panel has requested further information on repairs, estate wardens and details on the outcome of the Housing Regulatory Inspection.



4.2.3 Last year's tenancy satisfaction measures survey and feedback from engagement sessions highlighted that tenants want to be listened to more and speak to housing officers face to face. We therefore held a number of engagement meetings in Autumn 2024 and set up the Pop- Up Housing Offices, which have been running since March 2025 and are proving to be very popular. The pop ups are open from 11am to 3pm every week on the following days:

- Tuesdays at the New Parks Library & the Tudor Centre
- Wednesdays at Pork Pie Library & the BRITE Centre
- Thursdays at the Saint Matthews Centre & Thurnby Lodge Community Centre

4.2.4 From March to June over 900 people have attended with a range of housing enquires and we have had positive feedback from tenants. One tenant quoted

“very useful, it was short waiting times, and I got to speak to my Housing Officer. He was very good, customer services told me to come here”

Next Steps

4.2.5 Now the engagement team is in place, work can continue to implement the engagement strategy especially focusing on more local estate-based engagement. We will also be monitoring the profile of tenants engaging to ensure we have representative engagement and reach hard to reach groups.

4.2.6 A review of the pop-up offices will take place to ensure they are accessible and are in suitable locations to meet the needs of tenants.

4.2.7 A review is taking place of landlord information that should be provided to tenants and how we can make this accessible to our tenant population. A communications officer will be in post to improve communication with tenants.

4.2.8 Tenants Satisfaction Measures (TSM) linked to this area, shows an improvement in performance below, linked to the engagement work that was already started:

TSM results		2023/24	24/25
TP06	Listens to	40%	60%
TP07	keeps informed tenants	47%	62%
TP08	treat with respect	57%	75%

4.3 Better Estates

4.3.1 Anti- Social Behaviour on council estates is now investigated by the Community Safety Team. Within the Community Safety Service, a dedicated team, the Housing Anti- Social Behaviour Team (HASBU), has been set up to deal with council housing

related ASB, the service can be accessed by phone and online. Tenants can also report ASB to their Housing Officer and this will be referred through to the new team. The Housing Regulator now requires us to report ASB per 1000 properties. In 2024/25 we had **12.8 cases of ASB and 0.5 hate crimes** per 1000 properties. In 2023/24 we had 11.1 ASB cases which included 0.6 hate crimes per 1000 properties. There has been some excellent joint work between housing, community safety and the police in hotspots in the city. Housing officers have been able to provide support and reassurance to tenants and the HASBU team and Police have taken enforcement action. During the recent inspection the Housing Regulator was satisfied with the partnership response we take to address ASB in the city.

4.3.2 The Environmental Budget was **£200k** this year, we have focused on keeping estates tidy and maintenance work. One of the most successful projects delivered with tenants was the community garden at Meadow Garden's. New benches, raised planting areas, fruit trees and wheelchair assessable foot paths have been installed. Tenants can grow their own fruit and veg, which supports people to eat healthy, save money and reduce social isolation. This was a joint project with housing teams, public health, ground maintenance and the tenants themselves. The photos below are from the open day.



4.3.3 The service level agreement with the Grounds Maintenance Service has been improved to increase weed spraying on estates, grass edging and additional pruning. This has led to fewer complaints about the conditions of estates.

4.3.4 The Housing Division contribute over **£1.0m** towards the estate warden service. Teams work on housing estates across the city clearing rubbish, fly tipping and maintaining the estates to keep them tidy.

4.3.5 The Housing Division contribute **£1.7m** to the grounds maintenance service to look after housing areas across the city, this involves mowing all the grass on housing land, cutting back shrubs and maintaining greenery.

4.3.6 The Neighbourhood Improvement Team helps to bring people back into employment, by offering 6 to 12-month work placements. The housing division invests **£216k** to provide this opportunity to 10 Neighbourhood Improvement Officers. The team works across the city carrying out work such as clearing communal garage sites, edging path and walkways, cutting back overgrown trees, hedges and bushes that can be a hazard in public areas. At the request of housing officers, the team will clear and tidy gardens of vulnerable tenants who are unable to do it themselves.

Next Steps

4.3.7 The focus for the next year needs to be monitoring of the Estate Warden Service, we have identified improvements with grounds maintenance and cleaning services, following increased investment and more effective monitoring of service level agreements.

4.3.8 The Housing ASB service will be developing clear service standards in consultation with tenants and will be promoting these over the next year. The team is also being realigned to provide “a cradle to grave case management approach” so that housing cases stay with one member of staff, to ensure continuity and a consistent level of service.

4.3.9 The TSM measures show increased satisfaction with the housing ASB service. In fact, we come out in the top quartile for ASB satisfaction when compared with other similar local authorities.

TSM results		2023/4	24/25
TP12	Satisfaction with ASB	39%	65%

4.4. Live Well and Supported Accommodation

4.4.1 During 2023/24, Housing Officers have carried out:

- **1064 first visits in 2024/25** in comparison to 927 in 2023/24. These visits are carried out to ensure new tenants have settled into their new property and understand how to access services. Referrals to support services are made at this stage, if it is identified that tenants need support with aspects of managing their tenancy or wellbeing.
- **1259 welfare checks in 2024/25**, in comparison to 1500 welfare checks in 2023/24. A welfare visit is conducted when there is some indication that a tenant maybe struggling to cope in their tenancy. There may be signs of self-neglect or other safeguarding issues, referrals can be made, by the Police, ASC or any other service area or partner agency. The Housing Officer will visit and ensure referrals to appropriate support are made to assist the tenant to stabilise their tenancy and to help improve their health and wellbeing.
- **110** cases of domestic abuse were supported to enable survivors and victims to access safe accommodation and/or support from specialist services.
- The service also dealt with **12,887 calls for service in 2024/25**, in comparison to 13,416 in 2023/24.
- The tenancy sustainment rate remained at **95% for 2024/25**, which is a real success and reflects the commitment of tenants themselves and services who provide support to them to help maintain their tenancies.

4.5 Housing Related Support

- 4.5.1 We have **14** units of **Sheltered Housing Accommodation** across the City, and support approximately **400** tenancies within these units. Sheltered housing is communal housing for older people with staff based on site part time. Daily checks are carried out on those residents who wish to have them, and pendant alarms are provided to all residents.
- 4.5.2 Housing Officers will arrange to refer any tenant who is identified as requiring support in sheltered housing or in general needs housing to a range of support services to help them sustain and maintain their tenancy. A referral could be to Adult Social Care, health services or to the in-house team STAR team. Leicester's Homeless Strategy 2023-2028 highlights that around half of singles presenting to homelessness services have support needs, and of those a quarter have mental health support needs and over 20% have complex support needs (2 or more issues). Many of these cases are being re-housed in council tenancies. We have specialist services in place to provide support to tenants once they are in a tenancy.
- 4.5.3 The **STAR service** provides wrap around support; the service is committed to stabilising the tenancy to prevent homelessness by developing a personalised support plan with tenants. The service has 5 community teams supporting Leicester City Council tenants and has developed the service around trauma informed practice. The service receives countless compliments, see below, relating to ethos of respect and dignity that it demonstrates when supporting vulnerable people.

“Thanks for all the help you are the best star worker that we have ever worked with because you listened if we had to say something and you didn't talk down to me or xxx you showed us respect so we showed you the same forget ten out of ten how 100/100 any one else that works with you will be as happy as me and xxx where with you so thanks again
xxx from xxx and xxx”

- 4.5.4 This year the service has had a similar level of referrals in comparison to the previous year:
- **682 referrals** have been received from a range of agencies in 2024/25, in comparison to 743 in 2023/24.
 - **641 of the most vulnerable tenants with multiple disadvantage** cases were supported in 2024/25, in comparison to 550 in 2023/24.
 - **151 cases presenting with abuse, suicide or self-harm** in 2024/25, in comparison to 139 in 2023/24.
 - **51 hoarding cases** in 2025/24, in comparison to 75 in 2023/24.
 - **322 households that had been homeless** within 2 years in 2024/25, in comparison to 282.
 - **297 tenants referred required mental health support** in 2024/25 in comparison to 273 in 2023/24.

- **200 vulnerable adults at risk of self-neglect in 2024/5**, in comparison to 230 in 2023/24
- **374 households require help with furniture and household items** in 2024/25, in comparison to 377 in 2023/24.
- **£324,553 income maximised on average per quarter** in 2024/25, in comparison to £300,957 in 2023/24

4.5.5 **The STAR AMAL team** has had specialist training, knowledge and specific experience of working with newly arrived refugees and has extensive experience of the practicalities of managing refugee families fleeing conflict and persecution. In 2021 the team began to provide support to Locally Employed Staff (LES), evacuated from Afghanistan, who had been supporting the coalition forces in Afghanistan. The team now also runs the Leicester Home for Ukraine scheme and has supported **164 households with mainly sponsorship arrangements in the city.**

4.5.6 The **Help Beyond Housing team** is a joint project with the Department of Health set up in July 2023. The team are working with some of the most complex needs tenants who have a combination of drug, alcohol and mental health issues. Often coming from a background of entrenched rough sleeping, who are not coping in tenancies. The team is providing intensive long term floating support to assist people back into recovery in partnership with Health and Drug and Alcohol Services in the city. The team have been working with **85 cases** over the last year. Due to the hard work of this team, no tenants are currently rough sleeping.

4.5.7 Zip Trainer Accommodation Project

January 2025 saw the team open the Zip Trainer Accommodation Project officially, the residents in the 11 trainer flats are now interacting with each other in a positive way. A few of the residents have moved onto independent tenancies after receiving training to build up their life skills, so that they are now able to cope on their own.

4.5.8 Right to Buy has resulted in many council tenants purchasing their properties or their leases if they live in flatted accommodation. A landlord and tenant relationship still exists with leaseholders; therefore, we have a **Leaseholder Liaison Team** who provide support to the **1800** leaseholders, we have in the city. The team deals with daily enquiries about charges, repairs and leaseholder responsibilities.

4.5.9 The TSM measures show an increase in tenants feeling like they are being treated with respect and making a positive contribution to communities.

TSM results		2023/4	24/25
TP08	Treat with respect	57%	75%
TP11	Positive contribution	41%	64%

Next Steps:

4.5.10 Support for domestic abuse cases needs to be reviewed to ensure we are doing our utmost to support victims and survivors.

4.5.11 A review of the sheltered housing service offer and associated charges is required.

4.5.12 The Supported Housing Manager continues to identify suitable supported housing schemes for council tenants, with high level complex needs.

4.6 Challenges

- 4.6.1 Although the service offer for council tenants has generally been maintained, many of the complaints raised by council tenants tend to be associated with the current housing crisis.
- 4.6.2 It can be challenging for the service to manage expectations as we are rehousing more people that have complex support needs and, in some cases, very chaotic lifestyles. Although we provide support, some people do go onto be involved in ASB on estates and neighbouring tenants want to either be relocated or want perpetrators evicted straight away. There is often not a quick resolution, as to take enforcement action the community safety team must take cases through the legal route. To relocate someone also can take a very long time due to the shortage of supply and high demand for council housing.
- 4.6.3 Some of our complaints that are harder to resolve are linked to low level ASB, which is harder to prove or where people need to relocate due to changing family circumstances. It can be frustrating for people to understand why the council cannot respond to and resolve their concerns immediately.
- 4.6.4 With our newly established engagement team we are working with tenants to set and communicate service standards that are achievable, as well as involving them to shape services that work for them. With more robust communication and engagement, we hope to manage expectations better.

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

There are no direct financial implications arising from this update, though it is worth noting that existing budgets fund significant activity including £870k for communal cleaning, £1.7m for grounds maintenance, £1m for estate wardens, and £216k for the Neighbourhood Improvement Team. There is also a capital budget of £200k per year which contributes to larger projects within the city's estates.

Jade Draper, Principal Accountant 19.9.2025

5.2 Legal implications

None to be noted. Shazmina Ghumra
Principal Lawyer
15.9.25

5.3 Equalities implications

The Council must comply with the public sector equality duty (PSED) (Equality Act 2010) by paying due regard, when carrying out their functions, to the need to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between people who share a 'protected characteristic' and those who do not.

Protected characteristics under the public sector equality duty are age, disability, gender re-assignment, pregnancy and maternity, marriage and civil partnership, race, religion or belief, sex and sexual orientation. There are no direct equality implications arising from this report as it provides an update and is for noting on the Housing ASB Team and Tenancy Management District performance. Tenants will be from across a range of protected characteristics and equality considerations need to be taken into account as part of the ongoing work on the identified areas listed in the report. Any areas of concern need to be addressed and mitigating actions put in place as appropriate. It is considered best practice under Housing Regulatory Standards to provide tenants and customers with information that helps them understand their contractual obligations, and their rights as tenants, when engaging with people it is important that accessibility is considered.

Equalities Officer, Surinder Singh 454 4148

Dated 15 September 2025

5.4 Climate Emergency implications

There are limited climate emergency implications directly associated with this report. More widely, as housing a significant source of emissions in Leicester, engagement with tenants should consider opportunities to provide information on advice and support around energy efficiency, to assist occupants in reducing their carbon emissions and energy bills.

Phil Ball, Sustainability Officer, Ext: 37 2246
17 September 2025

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

6. Background information and other papers:

7. Summary of appendices:

8. 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)?

9. Is this a "key decision"? If so, why?