

The Arc
High Street
Clowne
S43 4JY

To: Chair, Members and Tenants of the
Housing Liaison Board

Monday, 19th January 2026

Contact: Jane Calladine
Telephone: 01246 593060
Email: Jane.Calladine@bolsover.gov.uk

Dear Councillor / Tenant,

HOUSING LIAISON BOARD

You are hereby summoned to attend a meeting of the Housing Liaison Board of the Bolsover District Council to be held in Committee Room 1, The Arc, Clowne on Tuesday, 27th January, 2026 at 10:30 hours.

Register of Members' Interests - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised on page 3 onwards.

Yours faithfully,

Solicitor to the Council & Monitoring Officer

Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or **language** or contact us by:

- **Phone:** [01246 242424](tel:01246242424)
- **Email:** enquiries@bolsover.gov.uk
- **BSL Video Call:** A three-way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need WiFi or mobile data to make the video call, or call into one of our Contact Centres.
- Call with [Relay UK](#) - a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real-time conversation with us by text.
- **Visiting** one of our [offices](#) at Clowne, Bolsover, Shirebrook and South Normanton

HOUSING LIAISON BOARD AGENDA

Tuesday, 27th January, 2026 at 10:30 hours taking place in Committee Room 1, The Arc, Clowne

| Item No. | | Page No.(s) |
|----------|--|----------------|
| 1. | Apologies for absence | |
| 2. | Minutes | 5 - 17 |
| | To review the minutes of a Housing Liaison Board meeting held 21 st October 2025. | |
| | <u>REGULATOR OF SOCIAL HOUSING UPDATES</u> | |
| 3. | Inspection Improvement Plan | 18 - 26 |
| | <u>PERFORMANCE UPDATES</u> | |
| 4. | Tenant Satisfaction Measures | 27 - 34 |
| | • Q3 2025/26 Management Information Measures | |
| | • Unweighted Perception Measures | |
| | • Q3 poster – Current Service Performance | |
| 5. | Housing and Repairs Compliments, Comments and Complaints - Quarter 3 2025/26 | 35 - 46 |
| 6. | Housing Key Performance Indicators | 47 - 52 |
| | <u>POLICY UPDATES</u> | |
| 7. | Rent Arrears Policy - Review | 53 - 68 |
| | <u>TENANT ENGAGEMENT</u> | |
| 8. | Draft Tenant Engagement Strategy | 69 - 90 |
| 9. | Challenge and Change - Ground Maintenance on Council Estates Update on Recommendation Action Plan | 91 - 107 |
| 10. | Social Housing Innovation Fund | 108 - 112 |

11. Communications

113 - 121

- Easy Read Tenancy Agreement
- Rent Increase Letter - Housing/Tenancy Updates

MISCELLANEOUS ITEMS**12. Local Government Reorganisation**

Verbal Update

13. Social Housing Regulator - Consultation on Proposed Changes to the Transparency, Influence and Accountability Standard 122 - 156**14. Dragonfly Update**

Verbal Update

15. Date of Next Meeting

To take place in Committee Room 1, The Arc, Clowne at 10:30 hours on:

- Monday, 20th April 2026.

Agenda Item 2

HOUSING LIAISON BOARD

Minutes of a meeting of the Housing Liaison Board of the Bolsover District Council held in Committee Room 1, The Arc, Clowne on Tuesday, 21st October 2025 at 10:30 hours.

PRESENT:-

Members:-

Councillor Vicky Wapplington in the Chair

Councillors Ashley Taylor and Rita Turner.

Tenants:- Mr. Steve Bramley, Mrs. Doreen Potts and Mrs. Angela Sharpe

Officers:- Ian Barber (Deputy CEO – Dragonfly), Daniel Barley (Senior Repairs Coordinator), Lesley Botham (Customer Service, Standards and Complaints Manager), Jane Calladine (Tenant Engagement Officer), Victoria Dawson (Assistant Director of Housing Management & Enforcement), Jordan Kyle (Housing Performance Manager), Deborah Whallett (Housing Services Manager), Alice Willoughby (Customer Standards and Complaints Officer), Jo Wilson (Housing Strategy and Development Officer), Coby Bunyan (Scrutiny Officer) and Matthew Kerry (Governance and Civic Officer).

HLB14-25/26 APOLOGIES FOR ABSENCE

Apologies for absence were received on behalf of Councillors Phil Smith and Janet Tait, Tenants Mrs. Janice Payne and Andy Clarke (Head of Property (Repairs and Maintenance) – Dragonfly Management).

HLB15-25/26 MINUTES

Moved by Councillor Ashley Taylor and seconded by Mr. Steve Bramley

RESOLVED that the minutes of a meeting of the Housing Liaison Board held on 29th July 2025 be approved as a true and correct record.

HLB16-25/26 INSPECTION IMPROVEMENT PLAN

The Assistant Director of Housing Management & Enforcement presented the report to the Board.

The Council was one of the first to be inspected under the new inspection regime and had received a C2 Grading (C1 the highest achievable, C4 the lowest).

A comprehensive Improvement Plan (attached at Appendix 1) had been devised to show how the Council would drive improvement and demonstrate to the Regulator weaknesses that had been addressed.

The Council had met with the Regulator on 6 occasions since inspection, most recently 7th October 2025.

HOUSING LIAISON BOARD

The Council had reviewed Savills' Stock Condition Survey data and successfully uploaded this to the Open Housing Management System (OHMS) 'Train' system.

The Council was reviewing the required work as specified by Savills for years 1-5 (to enable a clear capital programme for the next 5 years).

The Council had to ensure it knew its housing stock and the preferred approach was an inhouse rolling programme of stock condition (with approx. 1,000 properties inspected per annum). The Council was in the process of internal approvals to enable commencement of this rolling programme from April 2026.

Existing Asset Management Officers on Housing Health and Safety Rating Systems (HHSRS) were being trained with a view to undertake the outstanding 296 surveys between November 2025 and the end of March 2026.

A survey, which could be completed on electronic device tablets at an inspection, would also directly link into the OHMS.

It was imperative the Council knew its tenant base to deliver tailored services, but the uptake and completion of the Tenant Census had been slow – the Council was looking at how to capture information at all tenant touch points.

It was noted the Regulator had approved of efforts by the Council to undertake additional work such as the "You Say, We Did / We Didn't" publications (completed with the assistance of Customer Services).

To a question on the HHSRS training and completion of the Stock Condition Survey, the Assistant Director of Housing Management & Enforcement confirmed it would be cost effective to complete training and surveys in future inhouse and provide additional flexibility throughout the entire process (it would allow the Council to focus on the properties most difficult to access first).

To a question on the installation of external insulation (following negative media reports nationally), the Senior Repairs Coordinator informed the Council would investigate if internal cavity wall insulation was possible first, and only if this was not an option would external insulation be explored.

To a question on the publication of damp and mould prevention (e.g. to dissuade tenants from drying clothes inside, not opening windows after using the shower, etc.), the Housing Performance Manager informed information was presented online (e.g. comparing a house in the 1970s to one in 2025, opening the window when cooking meals in the kitchen, etc.).

The Assistant Director of Housing Management & Enforcement added the November 2025 edition of the Bolsover Homes newsletter would also include this material.

Moved by Councillor Ashley Taylor and seconded by Mrs. Angela Sharpe
RESOLVED that the Board note comments of the Improvement Plan.

HOUSING LIAISON BOARD

HLB17-25/26 TENANT SATISFACTION MEASURES

The Housing Strategy and Development Officer presented the report to the Board.

The Quarter 2 2025/26 data for the 10 Tenant Satisfaction Measures was attached at Appendix1.

Performance was generally on track and comparable to Quarter 2 2024/25: the number of Anti-Social Behaviour cases was at a slightly higher rate; Complaints numbers lower (with a 100% response rate achieved).

Compliance with the Decent Homes Standard had significantly improved due to stock surveys and improved data quality / analysis – the Council had achieved a 0.25% result (far below the 3% 2025/26 target).

Exact numbers of homes not meeting the standard were not known, but for context the 1% achieved in Quarter 1 2025/26 had been 47 properties (homes not meeting the standard Quarter 2 2025/26 would be around a quarter of this figure).

Repairs completed within the target timescale (for non-emergency repairs) resulted in 91.7% (above the target of 80% for 2025/26).

For the Gas Safety checks, the Council had achieved 99.3% of households inspected. 34 properties were overdue as a result of the Council being unable to access these properties (the Council's Legal Team were being consulted to gain access through Magistrate Court rulings).

Fire Safety and Asbestos checks had achieved 100%.

Water Safety checks had achieved 76%, but this was due to 32 properties within the Old Woburn House estate being switched off and the new Woburn House development coming online – it was expected the Council would achieve 100% in Quarter 3 2025/26.

The Tenant Satisfaction Survey 2025/26 would likely commence October / November 2025 – it was hoped there would be national analysis of 2024/25 data by that stage (which might further shape the approach for 2025/26).

There would likely be little changed to the additional survey questions the Council included, but a more automated approach would be used for respondents requiring further contact regarding repairs, downsizing, and involvement in engagement due to software updates.

The Council was additionally trialling an automated approach to inviting tenants to complete the survey and using the software to track invites and responses where email addresses were held on file.

A Tenant questioned why other tenants would deny the Council access to carry out essential safety checks like Gas – the checks were paid for by the Council and vital for personal safety.

HOUSING LIAISON BOARD

The Assistant Director of Housing Management & Enforcement informed some tenants would never let the Council enter the property to carry out such checks. The Council had, in the previous newsletter, attempted to explain if tenants did not allow entry to carry out these checks, a stage by stage process would be followed resulting in Magistrate Court action.

For the 34 households the Council had not been able to enter and carry out essential safety checks in Quarter 2 2025/26, some had been known from Quarter 1 2025/26 – the Council had to initiate the process of checking such properties 2 weeks in advance but it could still struggle to enter these premises after this time.

A Tenant reiterated it was not understood why other tenants would not permit the Council access for safety checks – it was for their own safety.

Moved by Councillor Ashley Taylor and seconded by Mrs. Angela Sharpe

RESOLVED that: 1) the performance for the Management Information Measures Q2 2025/26 is reviewed and acknowledged (Appendix 1); and,

- 2) the approach for the 2025/26 survey be acknowledged.

HLB18-25/26 UPDATE ON TENANT ENGAGEMENT STRATEGY ACTION PLAN

The Tenant Engagement Officer presented the report to the Board.

In relation to the progress listed in the Action Plan attached at Appendix 1, officers had been progressing key activities:

- Promotion of Tenant Engagement through new tenancy visits and the Tenant census (16 tenants had expressed an interest to be involved, with 12 successfully registered). It was noted for the Welfare Adaptations Policy, tenants who had gone through the adaptation process had been consulted. RANT members had also been consulted on the Decent Homes Standard 2;
- Evaluation forms were completed for the Challenge and Change Review on Grounds Maintenance;
- A Tenant Census Form had been developed to capture desired communication options;
- Gov.notify was used to circulate 2,850 Tenant Newsletters May 2025;
- Housing Service Standards had been developed and approved by the Board;
- 5 Locality events were held July and August 2025 at 4 geographical locations;
- Annual Report 2024/25 was to be released in November 2025's Bolsover Homes Newsletter;
- A Joint Tenant Conference with Chesterfield Borough Council and Rykneld Homes was held;
- The Tenant Engagement Officer had attended TPAS Scrutiny training;
- Tenants had been invited to attend a TPAS Tenant Scrutiny Members meetup online);
- 1 tenant had been recruited as a new member of Challenge and Change for the review on Anti-Social Behaviour (the review had commenced June 2025 and was due for completion March / April 2026);
- Site visits to completed voids were undertaken 12th June 2025;

HOUSING LIAISON BOARD

- Promotion of edition 10 of Bolsover Homes via social media had taken place;
- A feedback form was completed for Locality Groups on Compliments, Comments and Complaints; and,
- From April 2025 additional information was being provided on repair satisfaction (information now included the number of satisfaction surveys completed and the percentage of jobs completed. This had also been reported to RANT).

Further details of the above were provided in the report.

The Assistant Director of Housing Management & Enforcement informed that the Tenant Engagement Strategy is due for review in 2026. An additional 30 minutes may be added to the next Board meeting for an informal discussion on the review.

A Tenant expressed the need for younger generations to participate in these tenant outreach groups / surveys / operations – it was acknowledged, though, that youth engagement was always a challenge.

A Member observed perhaps youth engagement was low because younger generations felt all was well handled by older generations. However, the Council now had social media channels and so could pursue more contact avenues.

The Tenant Engagement Officer noted the majority of organised meetings took place during the day. An evening session had been held and while not entirely well attended compared to other sessions, there had been an increase in the number of working people attending.

Providing incentives to complete surveys was briefly discussed (e.g. a £5 voucher).

Moved by Mrs. Angela Sharpe and seconded by Mr. Steve Bramley
RESOLVED that progress against the action plan, as stated, is reviewed and members provide feedback on current activity.

HLB19-25/26 HOUSING COMPLAINTS QUARTER 2 2025/26

The Customer Standards and Complaints Officer presented the report to the Board.

29 Compliments had been received Quarter 2 2025/26 (1st July 2025 to 30th September 2025) – Dragonfly (Housing Repairs and Maintenance) had received the most Compliments, followed by Grounds Maintenance.

Similar to 2024/25, whilst Dragonfly (Housing Repairs and Maintenance) Complaints had additionally featured heavily this far in 2025/26, a tenant's personal experience of the service appeared to influence their bias in their response to the Council.

Compliments for Dragonfly (Housing Repairs and Maintenance) focussed on the Repairs Operatives who were praised for their friendliness, attitude and politeness. Repair Operatives also received numerous compliments for being clean and tidy, doing an 'amazing' job, being professional, and helpful.

Compliments for Grounds Maintenance were primarily thanking the team for the jobs Grounds Maintenance had completed.

HOUSING LIAISON BOARD

3 Comments had been received in the same period – 100% were acknowledged and passed to their respective department within the target time of 5 working days.

All Comments received were for Dragonfly (Housing Repairs and Maintenance). The only theme found was in relation to Repair Operatives conduct / action taken: 1 comment related to inappropriate language; 1 was non-use of protective shoe coverings; and 1 cleaning equipment in an inappropriate place.

3 M.P. Enquires had been received in the same period. It was believed information provided to the M.P.'s Office had led to a reduction in M.P. Enquiries overall as constituents were being appropriately advised of the action required (and dealt with) through other Council processes (i.e. as a service request / first enquiry).

2 M.P. Enquiries regarded Housing Allocations – no themes could be derived due to the lack of data.

18 Stage 1 Complaints were recorded in the same period, with 100% responded to within the Council's customer standard and the Housing Ombudsman Code of 10 working days. Tenancy Management had received the most Stage 1 Complaints, followed by Dragonfly (Housing Repairs and Maintenance).

Tenancy Management Stage 1 Complaints related to dissatisfaction with the action taken or with a lack of action including: lack of tenancy enforcement action; communal area rules; and right to buy.

Dragonfly (Housing Repairs and Maintenance) themes included conduct of officers and health and safety issues.

3 Stage 2 Complaints were recorded in the same period, with all responded to within the Council's customer service standard and the Housing Ombudsman Code of 20 working days.

Each of the 3 Complaints were for different teams and reasons – no common themes could be drawn.

Service improvements included:

- 1) The Repairs and Voids Manager had advised that inappropriate language would be an item in the up and coming Toolbox Talk;
- 2) All Customer Advisors had been reminded of the importance of updating departments when requested via internal systems;
- 3) The Contractor's Director had reinforced the importance of safe work practices and undertaken a Toolbox Talk focused on Asbestos Safety;
- 4) A request made to alter the pre-eligibility housing application script on the customer information system to add a tick box for Customer Advisors to use when information regarding an appointment had explained;
- 5) The Contractor had been reminded to inform the Council for any loss of services in the future to allow for appropriate notice and contingencies.

The Council would continue reviewing the data at the Department Service Reviews, to explore themes and discuss any improvements which might not have been reported.

HOUSING LIAISON BOARD

Most Compliments were made by telephone, followed by self-service.

Stage 1 Complaints were mostly made via email (followed by telephone).

Stage 2 Complaints were made by email.

Analysis of method of contact over the past year had shown a shift to telephone / email over the more long-standing use of post / letter.

When analysing the data on who were making reports to the Council for Compliments, Comments, Complaints and M.P. Enquiries, it was found that tenants had submitted the most reports when compared to residents.

When compared to Quarter 2 2024/25, there proved a similar number of Compliments and Comments received in Quarter 2 2025/26.

Stage 1 and Stage 2 Complaints had decreased by half.

For both Quarter 2 2024/25 and Quarter 2 2025/26, Dragonfly (Housing Repairs and Maintenance) had received the most Compliments and Housing Allocations the most M.P. Enquiries.

Quarters 1 and 2 of 2025/26 saw an increase in Compliments and decrease in Stage 1 Complaints

Examples of Compliments and Complaints were detailed in the report.

It was noted most attention was focussed on negative Complaints and not positive Compliments.

The Customer Standards and Complaints Officer highlighted that understanding Complaints led to service improvements that often resulted in issues experienced not repeating (resulting in fewer Complaints arising).

Moved by Mr. Steve Bramley and seconded by Councillor Ashley Taylor
RESOLVED that the Board review the overall performance on Compliments, Comments and Complaints handling performance as detailed in the report.

HLB20-25/26 DRAFT ANNUAL REPORT 2024-25

The Assistant Director of Housing Management & Enforcement explained the intention had been to present the Draft Annual Report 2024/25 (the 'Report') to the Board at the meeting. Unfortunately, the Report was still with reprographics.

The template from the previous year was to be repeated, however, with key statistics and figures updated.

In future, the front would be changed to reflect TSMs, but due to time constraints this could not be completed for the Report.

HOUSING LIAISON BOARD

HLB21-25/26 CURRENT SERVICE PERFORMANCE

The Assistant Director of Housing Management & Enforcement presented the report to the Board.

The Council's Plan "The Future 2024 - 2028" had outlined the provision and delivery of essential key services.

The Council's Housing Service had developed a number of Key Performance Indicators (KPIs) that showed its contribution to these ambitions. Attached at Appendix 1 was a summary of current performance for 2025/26.

A significant amount of performance related information (Complaints information, the Tenant Satisfaction Measures, the Council's own KPIs, etc.) were produced by the Council's Housing Management Team – the Council wanted to ensure tenants were provided with useful and informative data to ensure accountability.

Copies of Quarter 2 2025/26's performance poster were provided to the Board at the meeting – the complete figures were missing but would be added before circulation in the Council's Contact Centres.

Following previous discussions, standard voids figures would be provided but managed voids figures would be taken out of the equations. 'Major repair void properties' would also be renamed 'Modernisation' with explanations in small print provided (if space permitted).

Sections of Quarter 2 2025/26's performance poster were reviewed and commented on.

The number of households on the waiting list for a Council property was discussed – it had remained far below previous years thanks to the removal of those who would never be eligible for a Council property, the establishment of a vigorous application process to ensure those truly in need were considered for a Council property, and all applications reviewed on an annual basis.

It was noted the lack of affordable / social housing was a national issue.

Mrs. Doreen Potts and the Tenant Engagement Officer left the meeting at 11:30 hours.

To a question on the availability of any data from other local authorities for comparison, the Assistant Director of Housing Management & Enforcement informed not necessarily, but 42% of the Council's housing stock were single-storey dwellings (bungalows) while Chesterfield Borough Council had around 50% single-occupancy dwellings (apartments).

The Housing Services Manager added local authorities had at times drastically different priorities – it would be difficult to compare such like-for-like data with the District.

It was noted that such data might be necessary to collect in light of Local Government Reorganisation – lower-tier local authorities like the Council would be dissolved and responsibilities transferred to the future Unitary Council.

To a question on if any such work / reporting / data collection was being carried out, the Housing Services Manager confirmed not at the current time.

HOUSING LIAISON BOARD

It was noted the difference in housing stocks between local authorities had the potential for residents to slip through and not be on the waiting list for the property they might need (areas along the District's borders, e.g. Hodthorpe).

The Tenant Engagement Officer returned to the meeting at 11:37 hours.

It was noted that, after Local Government Reorganisation, if residents were willing to move a little further away from their current locations, they might be able to have a social property better suited to their needs which, for now, lay just beyond the District's boundary (e.g. single-occupancy dwellings in Chesterfield).

Moved by Mrs. Angela Sharpe and seconded by Councillor Ashley Taylor

RESOLVED that: 1) the performance documented in the attached reports is reviewed and acknowledged;

- 2) members review the Q2 performance poster and formally agree the new layout.

HLB22-25/26 TERMS OF REFERENCE REVIEW

The Assistant Director of Housing Management & Enforcement presented the report to the Board.

As per the Terms of Reference approved July 2024, the report enabled the annual review of the document to ensure the remit of the Board remained clear and relevant to the requirements placed on the Council by the Regulator of Social Housing.

The positions of 3 Substitute Tenant members were established prior to the agreement of the Terms of Reference in 2024 (to ensure that the ratio of Tenants in attendance could be maintained in the event of core Tenant members needing to provide their apologies).

The Substitute Tenants would receive all paperwork to ensure they remained aware of current work and recommendations made.

Attached at Appendix 1 was the previous Terms of Reference with suggested amendments shown with track changes.

Changes were overall limited (e.g. the Housing Performance Manager being added to the list of Council officers).

Moved by Councillor Rita Turner and seconded by Mr. Steve Bramley

RESOLVED that: 1) members of the Board review the amended Terms of Reference at appendix 1 and make necessary amendments as required;

- 2) members approve a revised Terms of Reference for the next twelve months.

HLB23-25/26 DECENT HOMES STANDARD 2 CONSULTATION

The Assistant Director of Housing Management & Enforcement provided a verbal update on the Decent Homes Standard 2 Consultation (the 'Consultation').

HOUSING LIAISON BOARD

The Assistant Director of Housing Management & Enforcement and Assistant Director of Housing Management had coordinated efforts for a session on the Consultation August 2025, with tenants providing feedback that was then agreed by Members and officers.

The session was well attended and had proven beneficial, with tenants engaged.

It was shared that the Regulator was pleased by the work undertaken.

HLB24-25/26 FEEDBACK FROM LOCALITY GROUP WORK ON COMPLAINTS

The Tenant Engagement Officer presented the report to the Board.

The Council was one of the first to be inspected under the new inspection regime and had received a C2 Grading (C1 the highest achievable, C4 the lowest).

One of the key areas of weakness identified by the regulator was Complaint handling – the Council needed to ensure the Complaint process was accessible, assess the outcome of Complaints in depth, recognise lessons learned, and where the Council had made changes to process and procedure ensure these were explained to tenants.

The Council had held 5 Locality Event Sessions July to August 2025 (the Bolsover Town session had proven especially busy).

The Sessions were delivered by the Complaints Team and the Tenant Engagement Officer. 23 tenants attended the various sessions, with the following covered:

- Interactive exercises, including logging a Complaint online;
- Definitions of a Compliment, Comment and Complaint;
- Ways to log a Compliment, Comment and Complaint;
- The process followed on receipt of a Compliment, Comment and Complaint;
- The Ombudsman Service;
- Service Improvements made following a Compliment, Comment and Complaint;
- Performance; and,
- Other ways tenants can provide feedback.

20 feedback forms were completed.

Comments on the events included: 'very informative'; 'will willingly attend more of these'; 'lovely friendly discussions'; 'really useful and informative'; 'this was really good to gain further information on housing complaints etc[.]'; and 'we found it very useful and informative, it was easy to understand and showing how to access it online was excellent'.

The outcomes detailed in the report covered:

- **the website** (tenants commented there were too many web screens to click to log a Compliment, Comment and Complaint – tenants had suggested options that a link was available on the home screen and on menu options on self-serve);

HOUSING LIAISON BOARD

- **barriers why tenants may not log a complaint** (some of the reasons given, further detailed in the report, were why tenants might not want to make a complaint); and,
- **perception** (there appeared to be a difference in tenants and the Council's understanding of a service request versus a complaint).

It was highlighted to the Board the need for tenants to know the difference between a Service Request and a Complaint – if a formal Complaint was submitted, that tenant would receive a written response.

The Customer Service, Standards and Complaints Manager informed Customer Service officers would always offer the option to submit a Complaint (it was part of procedure, along with officers actively listening to tenants' tones / choice of language).

The Deputy CEO (Dragonfly) left the meeting at 11:55 hours.

It was noted a change in use of language communicated by the Council might benefit tenants knowing the difference between a Service Request and Complaint – it was important for tenants to not feel sidelined. The Customer Service, Standards and Complaints Manager agreed to investigate further.

The Deputy CEO (Dragonfly) retuned to the meeting at 11:58 hours.

The potential to reduce Complaint numbers could be to clarify what was / was not a Service Request. The Customer Service, Standards and Complaints Manager noted Customer Services did attempt to de-escalate all situations.

Moved by Mr. Steve Bramley and seconded by Councillor Rita Turner
RESVOLED that members of the Board review the findings of the Locality Groups

HLB25-25/26 UPDATE TO WELFARE ADAPTATIONS POLICY

The Housing Services Manager presented the report to the Committee.

The Council had 4,940 housing properties. The Welfare Adaptation Policy (the 'Policy') provided a framework for the provision of adaptations to the homes of tenants living in Council accommodation.

The Council had approved the Policy May 2022 and was due for renewal, with minor changes to definitions and clarifications made.

Minor adaptations were simple, cost effective solutions to assist a person to live independently (grab rails, small external handrails, etc.) and tended to be under £1,000 in costs. In 2024/25, 42 minor adaptations had been undertaken.

Major adaptations were valued over £1,000 (replacing a bath with a level access shower or wet room, hard standing / driveways, stair lifts, etc.). In 2024/25, 141 major adaptations had been undertaken.

HOUSING LIAISON BOARD

Several sessions with various officers involved in the Welfare Adaptation process (incl. a representative from Derbyshire County Council) were held. In addition, the Council had reviewed the Housing Ombudsman Good Practice Guidance issued in February 2025 (regarding disabled adaptions in social housing).

Several tenants who had been through the Welfare Adaptation Process (the 'Process') were also invited to form a working group to discuss their experiences and make suggestions for improvement to the Policy and Process.

While it had been intended to recruit a working group of tenants with a wide experience of the Process, only those who had received a good experience could be found. It was noted the Ombudsman would look favourably on the Council seeking to involve tenants in the review.

The key changes within the Policy were;

- Eligibility – the Council had added that the occupant must be using the property as their permanent or principal home for 12 months or more;
- Where a stair lift was required in a block of flats this would only be considered following a feasibility and fire risk assessment;
- Feasibility assessments would be undertaken when looking at the provision of hard standing for wheelchairs users or where this could provide a more economical solution to provide a hard standing that provided additional paths / ramping from the roadside;
- Ramping for self-purchased wheelchairs or mobility scooters might not be considered unless assessed as a necessary requirement by an Occupational Therapist or other suitably qualified medical professional;
- Where a level access shower was required in properties at first floor or above, this could be considered following a feasibility and / or accommodation needs assessment;
- Should alternative suitable accommodation become available prior to work commencing, the Council could make this as an alternative offer to the adaption agreed;
- The Council had removed reference to a £500 rent arrears threshold, rather stating where there were any arrears, and that the Council make contact with the applicant to ensure a payment plan was in place and being adhered to prior to works being carried out.

The Customer Services Scrutiny Committee had reviewed and provided comments on the Policy, which were verbally reported to the Executive on 6th October 2025.

The Updated Policy was attached at Appendix 1.

It was noted some tenants would move into a property they desired and then request adaptations be made (hence the 12 months residence requirement – though if a situation was out of tenants' control, the Council could either relocate those tenants or carry out the required adaptations).

The reduction of Derbyshire County Council services was noted, as was the Council's offerings being delivered by North East Derbyshire District Council.

HOUSING LIAISON BOARD

Moved by Councillor Ashley Taylor and seconded by Mrs. Angela Sharpe
RESOLVED that members note the updated Welfare Adaptation Policy approved by Executive on 6th October 2025

HLB26-25/26 DATE OF NEXT MEETING

The Board were informed the next meeting of 2025/26 would take place in Committee Room 1, The Arc, Clowne at 10:30 hours on:

- Tuesday, 27th January 2026.

The last meeting of 2025/26 would take place at the same time and location on:

- Monday, 20th April 2026.

The meeting concluded at 12:11 hours.



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27th January 2026

Agenda Item 3: Regulator of Social Housing - Improvement Plan

| | |
|------------------------|--|
| Classification: | This report is Public |
| Report By: | Assistant Director of Housing Management & Enforcement |

This report summarises the progress made under the Councils Improvement Plan following the C2 Grading by the Regulator Social Housing.

Background

The Regulator for Consumer Standards revised Consumer Standards were effective from 1st April 2024, and were designed to protect tenants and to ensure they receive high quality services.

The Social Housing Regulation Act, which also came into effect from 1 April 2024, gave the Regulator Social Housing enhanced powers to inspect social landlords to ensure that they comply with the consumer standards.

The Council was one of the first to be inspected under the new inspection regime and received a C2 Grading. C1 being the highest achievable level with C4 the lowest.

The inspection, which took place in May 2024, considered how well the authority was delivering the outcomes of the Consumer Standards. As well as observing a Customer Services Scrutiny Meeting, Tenant Participation Development and Review Group and internal councillor and officer meetings, the Regulators met with tenants, officers and elected members. They also reviewed a wide range of documents.

The C2 grade recognises the Council has provided assurance and met the consumer standards in many areas, but identifies some areas where improvement is needed.

The Regulator recognised the Council understands where it needs to make improvements and was assured work is already underway to improve these areas, including the full stock condition survey which has now taken place.

Improvement Plan

Following the C2 Grading we have devised a comprehensive Improvement Plan to show how we will drive improvement and demonstrate to the Regulator that weakness have been addressed so that outcomes for our tenants are improved.

We have met the Regulators on seven occasions since our inspection, the next one being an in-person meeting on 4th February 2026.

Since the last meeting we have made significant progress on the key actions arising from the improvement plan and feel that we will be in a position later this year to seek a regrade and be able to demonstrate that we are fully complying with the Consumer Standards.

Appendix 1 shows a revised version of the Improvement Plan, which summarises the standards, details the Regulatory Judgement with regards to each Standard and then provides an overview of the work we have done. We have highlighted those we feel we are meeting in Green and there are a small number of Amber matters which will be the area of focus in the coming months.

These are as follows;

- Stock Condition Survey – we need to ensure that we gain entry to the properties we have not yet been able to access and survey. We need to take a further report to Council to approve the posts, and associated salary costs we require to deliver an in-house rolling programme of Stock Condition Surveys. It is anticipated that this will be the March 2026 Council meeting.
- Decency – We need to use the Savills data and subsequent Stock Condition Survey data we obtain to drive capital programmes. We will use this to update the HRA 30-year business plan to be devised in conjunction with Finance.
- Tenant Profile information – we need to ensure that we know all our tenants, so we can tailor our services around their needs. At present we have been seeking to update all key information held on tenants and occupants and have been analysing the data we have so far.
- Information about Landlord Services – in order to ensure we are providing tenants with essential information to hold us to account, we have provided lots of performance data. We are looking at a revised tenancy sign up pack as well as a Tenant Portal which would allow tenants easier access to their rent account and repairs records.

RECOMMENDATION(S)

1. That members of the Board note comments of the Improvement Plan.

| |
|---|
| Links to Council Ambition: Customers, Economy, Environment and Housing |
|---|

| |
|---------------------|
| Ambition: Customers |
|---------------------|

Priorities:

- *Continuous improvement to service delivery through innovation, modernisation and listening to customers*
- *Improving the customer experience and removing barriers to accessing information and services*
- *Promoting equality, diversity, and inclusion, and supporting and involving vulnerable and disadvantaged people*

| |
|-------------------|
| Ambition: Housing |
|-------------------|

Priority:

- *Building more, good quality, affordable housing, and being a decent landlord*

| |
|--|
| Target HOU04: Work towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements. |
|--|

| |
|-----------------------------|
| DOCUMENT INFORMATION |
|-----------------------------|

| Appendix No | Title |
|--------------------|---|
| 1. | Regulator Social Housing Bolsover District Council Improvement Plan |

Consumer Standards Compliance – Improvement Plan

Status Key:

| | | |
|----------|-----------------------|-------|
| Complete | In progress, on track | Alert |
|----------|-----------------------|-------|

| The Safety and Quality Standard – requires landlords to provide safe and good quality homes and landlord services to tenants | | | |
|--|--|--|--|
| Ref No | Requirement | Comment in Judgement | Action |
| 21 | Stock quality - RPs must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provisions of good quality, well maintained and safe homes for tenants. | <p>Weaknesses in the accuracy of component replacement records for around 700 homes has prompted BDC to report these homes as non-decent.</p> <p>A full physical stock survey is underway to enable BDC to update its understanding of the condition of its homes and if required, maintain the decency position of these homes. We will continue to engage with BDC on the outcomes of this survey.</p> | <p>This has been resolved by the 92/7% Stock Condition Survey (SCS) data. This data is now in The Housing Management System and report can be run. Officers are working through the no access list Decision agreed at HSMG for inhouse SCS going forward</p> <p>Reporting going to Council in March to approve funding and post creation</p> |
| 1.2 | Decency RPS must ensure that tenants homes meet the standard set out in s5 of Decent Home Guidance and continue to maintain their homes to at least this standard unless exempted by the regulator. | SEE ABOVE | <p>We need to use the data to drive capital programme. Year 1 -5 is being mapped out using Savills data and MTFP for next 5 years will go to Council Jan 2026.</p> <p>HRA business plan to be devised in conjunction with Finance.</p> |
| 1.3 | Health and safety RPs take all reasonable steps to ensure the H&S of tenants in their homes and associated communal areas. Explicit that all legal assessments are completed and arising actions carried out within timescales. | Overall, it is meeting legal requirements | <p>Communal Area Policy in place with quarterly inspections, and actions being picked up swiftly</p> <p>Gas Policy, Electrical Policy, Damp and Mould Policy all published and website -</p> <p>Health and Safety in your home</p> |

| | | | |
|-----------|--|---|---|
| | | | Fire Risk Assessments up to date and regularly reviewed, actions being taken to reduce outstanding. Performance reported to HSMG |
| 1.4 | Repairs, maintenance, and planned improvements RPs must provide an effective, efficient, and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible. | While emergency and urgent repairs are generally delivered in line with BDC's service standards, it has recently implemented an improvement plan to improve its non-urgent repair performance times. We will monitor the improvements through ongoing engagement. | Completed - additional recruitment, and performance is being reported and monitored RANT and Housing Stock Management Group |
| 1.5 22 | Adaptations RPs must assist tenants seeking housing adaptations to access appropriate services. | No Specific Comment | Welfare Adaptation policy reviewed with tenants and improved communication based on Tenant Feedback Welfare Adaptations |

The Transparency, Influence and Accountability Standard – requires landlords to be open with tenants and treat them with fairness and respect so that tenants can access services, raise complaints, when necessary, influence decision making and hold their landlord to account.

| | Requirement | | Action Plan |
|-----|--|--|--|
| 2.1 | Fairness and Respect RPs must treat all tenants with fairness and respect. cross cutting in the delivery of all requirements. | Could not demonstrate full coverage of information nor how its services deliver fair and equitable outcomes for tenants. | Tenant Census has been devised to collate key information on all tenants and occupants. Make every contact count Use this data to analysis tenant base and share service |
| 2.2 | Diverse needs RPs are expected to use data and information, taking action to improve access and equitable outcomes. Expectation we know who is behind the door, including any vulnerabilities and adjustments made accordingly. | Could not demonstrate full coverage of information nor how its services deliver fair and equitable outcomes for tenants. | Tenant Census has been devised to collate key information on all tenants and occupants. Make every contact count Use this data to analysis tenant base and share service |

| | | | |
|-----|--|---|--|
| 2.3 | <p>Engagement with tenants RPs must take tenants' views into account in their decision-making about how landlord services are delivered.</p> <p>New tenant involvement direction: influence and scrutinise landlord's strategies, policies, and services.</p> | <p>We will continue to engage with BDC as it strengthens its approach to tenant engagement</p> | <p>Full Time Engagement Officer in post Engagement Strengthened -Various ways to engage to suit needs and availability of tenants, regularly published meeting dates and opportunities Direct tenant involvement in Policy revision, Tenant Engagement Strategy Revision, Easy Read Tenancy agreement, Ongoing tenant scrutiny</p> |
| 2.4 | <p>Information about landlord services RPs must provide essential information that all tenants need to interact with their landlord, understand what to expect from their landlord, and hold their landlord to account.</p> | | <p>Easy Read Tenancy Agreement in development, as well as a Polish version Tenant Sign up pack being reviewed and updated Tenant Portal in development Improved website content</p> |
| 2.5 | <p>Performance information RPs must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services. We also expect landlords to provide more holistic information to tenants about their overall performance and plans for performance improvement.</p> | <p>Tenants do not have access to performance information for all relevant landlord services</p> | <p>Housing Performance Manager in post undertaking lots of work around collecting and analysing data. Quarterly performance poster – content agreed with tenants, published quarterly in a number of places as well as in the newsletter</p> |
| 2.6 | <p>Complaints RPs must ensure complaints are addressed fairly, effectively, and promptly.</p> | <p>There is no evidence of trend analysis, learning or consideration of the fairness and effectiveness of complaints arrangements. We will continue to engage with BDC as it strengthens its approach to tenant engagement by providing better information to tenants and improves how it uses analysis from complaints to continuously improve outcomes for tenants.</p> | <p>Complaints information leaflet approved with tenants and issued at sign up to raise awareness of complaint. Trend analysis is under way, reported at HLB< Scrutiny and Executive. Complaints a regular item within newsletter with you said we did and learning from this data</p> |
| 2.7 | <p>Self-referral RPs must communicate in a timely manner with the RSH on all material issues that relate to non-compliance.</p> | <p>No Specific Comment</p> | <p>We are aware of these requirements</p> |

The Neighbourhood and Community Standard – requires landlords to engage with other relevant parties so that tenants can live in safe and well-maintained neighbourhoods and feel safe in their homes.

| Requirement | Action Plan |
|--|---|
| 3.1 Maintenance of shared spaces RPs must work co-operatively with tenants, other landlords and relevant organisations to contribute to the upkeep and safety of shared spaces associated with their homes. 24 Shared spaces are those used by tenants that are not the responsibility of the landlord, as opposed to communal areas where landlords have direct responsibilities. | No Specific Comment |
| 3.2 Local cooperation RPs must co-operate with relevant partners to promote social, environmental, and economic wellbeing in the areas where they provide social housing. | No Specific Comment |
| 3.3 Safer neighbourhoods/ASB RPs must work in partnership with appropriate local authority departments, the police, and other relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing. | Bolsover DC provided evidence that it works with a range of relevant partner organisations to deter and tackle anti-social behaviour in the neighbourhoods where it provides homes. We saw evidence that it has oversight of the number of anti-social behaviour cases and hate incidents and that it uses a range of powers where appropriate. |
| 3.4 Domestic abuse RPs must work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice. RSH Judgement – not raised | No Specific Comment |
| | Good working relationships with other RPs, Parish and Town Councils and a partnership approach to managing shared spaces |
| | Regular attendance at Place Alliance meetings with NHS/Social Services and ICB attendance |
| | |
| | Dedicated resource with Specialist Domestic Abuse Officer in post Housing Domestic Abuse Policy approved and will shortly be on the website |

The Tenancy Standard – sets requirements for the fair allocation and letting of homes and for how those tenancies are managed and ended by landlords.

| | Requirement | | Action Plan |
|-----|---|---|--|
| 4.1 | <p>Allocations and lettings RPs must allocate and let their homes in a fair and transparent way that takes the needs of tenants and prospective tenants into account. balance competing demands to ensure stock is used appropriately. We have given great emphasis to allocating adapted housing appropriately, to make the best use of homes.</p> | <p>We saw evidence that Bolsover DC offers tenancies or terms of occupation that are compatible with the purpose of its accommodation, the needs of individual households, the sustainability of the community, and the efficient use of its housing stock.</p> | <p>Allocation Policy reviewed and approved from April 2024 - Housing Allocations Policy</p> |
| 4.2 | <p>Tenancy sustainment and evictions RPs must support tenants to maintain their tenancy or licence. Where an RP ends a tenancy or licence, they must offer affected tenants' advice and assistance.</p> | <p>No Specific Comment</p> | <p>Revised Rent Collection Policy to be approved at Executive on 26th January – this places greater emphasis on early intervention and support to tenants.</p> |
| 4.3 | <p>Tenure RPs must offer tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of individual households, the sustainability of the community, and the efficient use of their housing stock.</p> | <p>No Specific Comment</p> | <p>Tenancy Strategy published on the website - Tenancy Strategy</p> |
| 4.4 | <p>Mutual exchange New mutual exchange direction provides continuity in this area; RPs providing support to tenants seeking to mutually exchange.</p> | <p>No Specific Comment</p> | <p>Mutual exchange information is on the website, and regularly featured in the newsletter. Mutual Exchange</p> |

Lead officer details - Council

Lead officer details - Dragonfly Management

| | |
|---|--|
| VD – Victoria Dawson – Assistant Director Housing Management | AC – Andy Clarke –Head of Property (Repairs and Maintenance) |
| DW – Deborah Whallett – Housing Services Manager | DB -Dan Barely - Senior Repairs Co-ordinator |
| JC – Jane Calladine Tenant Engagement Officer | DO - Dean Oakley - Compliance Manager |
| JW – Joanne Wilson - Housing Strategy and Development Officer | CP - Cat Platts - Managing Surveyor, Asset Management Team |
| Innovation Team = Pam Coogan (PC), Brogan Petch (BP) | Innovation Team – Guy Badwal (GB) |
| BPMG – Business Plan Monitoring Group – Council and Dragonfly attendees | |
| HSMG – Housing Stock Management Group - Council and Dragonfly attendees | |
| HLB – Housing Liaison Board – Council Dragonfly and elected tenants | |



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 4: Tenant Satisfaction Measures

| | |
|------------------------|--|
| Classification: | This report is Public |
| Report By: | Housing Strategy and Development Officer |

Background

The Tenant Satisfaction Measures (TSM) were introduced by the Government, in April 2023 and are designed to help monitor how well landlords are doing at providing quality homes and services, and to understand how they can make improvements.

Tenant Satisfaction Measures 2025/26 – Management Information Measures Q3 2025/26

Attached at Appendix 4.1 is the Q3 data for the 10 management measures. Performance is generally on track and comparable to Q3 last year. The number of anti-social behaviour cases has been amended for Q1 and Q2 following a review of data and is now at a lower rate. Complaint numbers are lower compared with the same period last year. Our compliance with the Decent Homes Standard has significantly improved due to stock surveys and improved data quality/analysis.

Tenant Satisfaction Survey 2025/26

This year's survey commenced on 28th November 2025. To date we have received 528 responses (as at 06.01.26) and require a minimum of 536 valid responses to meet our quota. We have sent 3,147 emails and posted 2,015 paper copies. Currently the profile of the response data is not representative of our stock/tenant profile. As such we will need to apply a weighting calculation to the final figures to generate representative data. We will likely to one reminder round to target specific groups of tenants based on stock/geography to create a more balanced response.

There has been no change to the survey questions that the Council includes, but a more automated approach is being used for respondents requiring further

contact re repairs, downsizing and involvement in engagement due to software updates.

We have not commenced the trialling of an automated approach to inviting tenants to complete the survey as we originally planned. We will look to trial this with smaller surveys initially to ensure invite emails are being received and tenants are able to navigate responding in an accessible way. The data reported in Appendix 4.2 is in-year data and will change as we close the survey to responses and complete final analysis.

RECOMMENDATION(S)

1. That the performance for the Management Information Measures Q3 2025/26 is reviewed and acknowledged (Appendix 4.1).
2. That the approach for the 2025/26 survey be acknowledged.
3. That the performance for the Perception Measures 2025/26 to date is acknowledged (Appendix 4.2).

Links to Council Ambition: Customers, Economy, Environment and Housing

Ambition: Housing

Priority: Maintaining and improving property and housing management standards and ensuring that standards and living conditions in the district contribute towards better health outcomes for all

Target HOU03: Maintain high levels of tenant satisfaction with council housing and associated services as assessed under the annual Tenant Satisfaction Measures (TSM) with the aim to be above the national average.

DOCUMENT INFORMATION

| Appendix No | Title |
|--------------------|---|
| 4.1 | TSMs Q3 2025/26 – Management Information Measures |
| 4.2 | TSMs 2025/26 – Perception Measures |

Agenda Item 4.1 Management Information Measures as at 31.12.25

| TSM Code | TSM Issue | 2023/24 Outturn | 2024/25 Outturn | Q1 2025/26 | Q2 2025/26 | Q3 2025/26 | Q4 2025/26 | 2025/26 Outturn | 2025/26 Target (Council Target) |
|----------|--|-----------------|-----------------|------------|------------|------------|------------|-----------------|---------------------------------|
| CH01 (1) | Complaints relative to the size of the landlord – Number of stage one complaints per 1,000 homes | 20.8 | 19.0 | 4.7 | 7.9 | 12.0 | | | N/a |
| CH01 (2) | Complaints relative to the size of the landlord - Number of stage two complaints per 1,000 homes | 2.0 | 4.0 | 0.8 | 1.2 | 1.6 | | | N/a |
| CH02 (1) | Complaints responded to within Complaint Handling Code timescales – Proportion of stage one complaints responded to within timescale | 84.6% | 100% | 100% | 100% | 100% | | | 100% |
| CH02 (2) | Complaints responded to within Complaint Handling Code timescales - Proportion of stage two complaints responded to within timescale | 100% | 95.0% | 100% | 100% | 100% | | | 100% |
| NM01 (1) | Anti-social behaviour cases relative to the size of the landlord – Number of anti-social behaviour cases per 1,000 homes | 56.5 | 71.1 | 14.4** | 22.5** | 30.8 | | | N/a |
| NM01 (2) | Anti-social behaviour cases relative to the size of the landlord - Number of anti-social behaviour cases that involve hate incidents per 1,000 homes | 0.2 | 2.0 | 0 | 0.4 | 0.4 | | | N/a |

OFFICIAL

| TSM Code | TSM Issue | 2023/24 Outturn | 2024/25 Outturn | Q1 2025/26 | Q2 2025/26 | Q3 2025/26 | Q4 2025/26 | 2025/26 Outturn | 2025/26 Target (Council Target) |
|----------|---|-----------------|-----------------|------------|------------|--------------------|------------|-----------------|---------------------------------|
| RP01 | Homes that do not meet the Decent Homes Standard | 16.0% | 1.0% | 1.0% | 0.25% | 0.25% | | | 3% |
| RP02 (1) | Repairs completed within target timescale (Non-emergency repairs) | 79.8% | 88.9% | 94.58% | 91.7% | 95.3% | | | 80% |
| RP02 (2) | Repairs completed within target timescale (Emergency repairs) | 95.5% | 94.0% | 96.80% | 94.1% | 95.1% | | | 90% |
| BS01 | Gas safety checks | 99.2% | 99.5% | 99.5% | 99.3% | Pending at meeting | | | 100% |
| BS02 | Fire safety checks | 100% | 100% | 100% | 100% | 97.7% | | | 100% |
| BS03 | Asbestos safety checks | 100% | 100% | 100% | 100% | 100% | | | 100% |
| BS04 | Water safety checks | 69% | 100% | 100% | 76% | 89.2% | | | 100% |
| BS05 | Lift safety checks | 84.5% | 100% | 100% | 100% | 100% | | | 100% |

Notes Q1:

- Stock figure as of 30.06.25 – 4919
- CH01 (1) – 23 out of 25 stage 1 complaints were from tenants. $23/4919*1000 = 4.68$
- CH01 (2) – All four stage 2 complaints were from tenants. $4/4919*1000 = 0.81$
- CH02 (1 and 2) – There are a number of complaints still in progress, but all responded to so far are in timescale.
- RP02 (1) – 2653 out of 2805 repairs completed in time – 96.80%
- RP02 (2) – 696 out of 719 repairs completed in time – 94.58%
- NM01 (1) – 93 Anti-social behaviour cases related to tenants/tenancy. $93/4919*1000 = 18.90$
**Revised figure of 71 cases, $71/4919*1000 = 14.43 (14.4)$
- NM01 (2) – There were 0 ASB cases involving hate incidents.
- BS01 – 21 properties overdue a check due to refused access, cases with legal team to progress gaining access for checks.

OFFICIAL

Notes Q2:

13

- Stock figure as of 30.09.25 – 4934 (This includes both Old Woburn House and New Woburn House due to pending changes by the Valuation Office).
- CH01 (1) – 16 out of 18 were from tenants, $16/4934*1000 = 3.24$. Cumulative total of 39 out of 43 YTD, $39/4934*1000 = 7.90$
- CH01 (2) – 2 out of 3 were from tenants, $2/4934*1000 = 0.41$. Cumulative total of 6 out of 7 YTD, $6/4934*1000 = 1.22$
- CH02 (1 and 2) – At present all responses in time. There are 2 outstanding stage 1 complaints and 2 outstanding stage 2 complaints which have not received a response but are still within timescales.
- RP02 (1) – 2616 out of 2853 repairs completed in time – 91.69%
- RP02 (2) – 796 out of 846 repairs completed in time – 94.09%
- NM01 (1) – 100 Anti-social behaviour cases related to tenants/tenancy. $100/4934*1000 = 20.27$ (20.3). Cumulative outturn of 193 cases – $193/4934*1000 = 39.11$ (39.1)

**Revised figure of 40 cases, $40/4934*1000 = 8.11$ (8.1) Cumulative $111/4934*1000 = 22.496$ (22.5)

- NM01 (2) – 2 Anti-social behaviour cases that were hate incidents. $2/4934*1000 = 0.41$ (0.4). Cumulative outturn of 2 cases – $2/4934*1000 = 0.41$ (0.4)
- BS01 – 34 properties overdue a check due to refused access, cases with legal team to progress gaining access for checks. 4615 out of 4649 have a valid LGSR (99.26%).
- BS04 – 166 out of 218 properties. 218 properties, includes 32 properties within the Old Woburn House. The current legionella Risk Assessment expired in July 25, a new one was not commissioned as the Tenants moved out mid-July and the property was demolished in Sept but is still on the stock list until they have been removed from the Valuation Office. This is expected imminently. 20 properties relate to the new Woburn House; water samples were taken but no formal Risk Assessment. We have just procured a new supplier, and this is high priority for them.
- BS05 – All 218 properties compliant which includes 32 properties within the Old Woburn House, the lift compliance was in date as of 30th Sept (was due 3rd Oct but has since been demolished). New Woburn House – Lift checked as part of the build and handover to BDC.

Notes Q3:

- Stock figure as of 31.12.25 – 4901
- CH01 (1) – 20 out of 22 were from tenants, $20/4901*1000 = 4.08$. Cumulative total of 59 out of 65 YTD, $59/4901*1000 = 12.04$
- CH01 (2) – 2 out of 2 were from tenants, $2/4901*1000 = 0.41$. Cumulative total of 8 out of 9 YTD, $8/4901*1000 = 1.63$
- CH02 (1 and 2) – All responses processed in time.

32
OFFICIAL

- NM01 (1) – 40 Anti-social behaviour cases related to tenants/tenancy. $40/4901*1000 = 8.16$ (8.2). Cumulative outturn of 151 cases – $151/4901*1000 = 30.81$ (30.8)
**Lower cumulative figure due to data revisions at Q1 and Q2.
- NM01 (2) – 2 Anti-social behaviour cases that were hate incidents. $0/4901*1000 = 0$. Cumulative outturn of 2 cases – $2/4901*1000 = 0.41$ (0.4)
- RP02 (1) – 3304 out of 3466 repairs completed in time – 95.33%
- RP02 (2) – 1046 out of 1100 repairs completed in time – 95.09%
- BS02 – All properties have a fire risk assessment in place however 2 sheltered schemes annual re-inspections are delayed due to the extension of the fire risk assessment company's contract. These have been organised for fire risk assessments so we are up to date. We work closely with the externally appointed fire risk assessor to ensure all FRA's are completed in required timescales. We are also in regular contact with them during refurbishment and building of independent Living Schemes to deal with any on-going issues. Fire risk assessments are carried out with a member of the Housing Management team and H&S team. This enables discussions to take place during the assessments.
- BS04 – 166 out of 186 properties. 20 properties outstanding relate to the new Woburn House, water samples were taken but no formal Risk Assessment. We have just procured a new supplier, and this is high priority for them during Q4.
- BS05 – All in date currently with three checks due in Q4. New Woburn House – Lift checked as part of the build and handover to BDC.

Agenda Item 4.2 Tenant Satisfaction Measures – Perception Measures

Key points of note:

- 3147 emails sent on 04/12/25, 2015 paper copies posted 28/11/25. A total of 6042 tenants across 4783 households.
- 528 responses as at 06.01.25 – we ideally need a minimum of 536 in total to meet our threshold, but this is still a low response rate. Our current response rate is 11.03%.
- Responses following the initial mailout are not representative of the stock, with more coming from Housing for Older People (60.8%) than General Needs (31.8%). 7.4% of responses are from tenants in Sheltered Housing, which is the highest return from this group since the TSMs commenced.
- Our stock profile on commencing the survey was General needs (53.1%), Housing for older people (43.1%) and Sheltered Housing (3.8%) so ideally, we need to secure further responses from tenants in General Needs Housing.
- The largest number of responses is from single tenants (71.1%).
- There is limited interest in downsizing.
- Responses are not equal across the four contact centre areas – Clowne (29.7%), Bolsover (25.0%), Shirebrook (23.5%) and South Normanton (21.8%). This does differ to the stock profile per patch as at end of Dec 25 – Clowne (27.08%), Bolsover (23.18%), South Normanton (24.61%), Shirebrook (25.12%).
- Over half of respondents are female (56.8%).
- Over 81% of respondents are 65+
- So far, we have not invited responses via text message, as last year this methos had very limited effect. Those receiving a paper copy also have access to a QR code to enable electronic response if preferred. 83.5% have responded by post and 14.4% have responded via email link. These ratios are very different to last year.

**Due to the higher response from older tenants the data shows elevated satisfaction levels for 2025/26. It is likely the final reported figures will be lower once weighting in applied.

| | |
|--|---|
| | Above national median average OR meet internal target |
| | Within 5% of national median average OR internal target |
| | More than 5% difference of national median average or internal target |

| TSM Code | TSM Issue | Bolsover published 2023/24 | Bolsover published 2024/25 | National median average 2024/25 (Benchmark) | In-year Unweighted data (06.01.26) |
|-------------|--|----------------------------|----------------------------|---|------------------------------------|
| TP01 | Overall satisfaction | 86.8% | 86.0% | 71.8 | 87.5% |
| | % of tenants reporting a repair (last 12 months) | 66% | 68% | 67.8 (sector total) | 66.7% |
| TP02 | Satisfaction with repairs | 89.1% | 83.9% | 73.6 | 91.5% |
| TP03 | Satisfaction with time taken to complete most recent repair | 86.4% | 84.2% | 69.5 | 91.2% |
| TP04 | Satisfaction that the home is well maintained | 84.2% | 81.4% | 71.9 | 89.5% |
| TP05 | Satisfaction that the home is safe | 87.1% | 85.4% | 77.6 | 89.8% |
| TP06 | Satisfaction that the landlord listens to tenant views and acts upon them | 69.9% | 67.8% | 61.6 | 72.3% |
| TP07 | Satisfaction that the landlord keeps tenants informed about things that matter to them | 74.7% | 75.7% | 72.0 | 79.0% |
| TP08 | Agreement that the landlord treats tenants fairly and with respect | 83.8% | 82.9% | 77.9 | 86.7% |
| | % of tenants having made a complaint (last 12 months) | 18% | 17.5% | 26.2 (sector total) | 15.8% |
| TP09 | Satisfaction with the landlord's approach to handling complaints | 51.1% | 37.8% | 35.5 | 55.7% |
| | % of tenants reporting living in a property with a communal area | 31.0 | 21.9% | 50.9 (sector total) | 27.7% |
| TP10 | Satisfaction that the landlord keeps communal areas clean and well maintained | 74.6% | 76.1% | 66.7 | 79.9% |
| TP11 | Satisfaction that the landlord makes a positive contribution to neighbourhoods | 72.6% | 72.1% | 64.6 | 76.4% |
| TP12 | Satisfaction with the landlord's approach to handling anti-social behaviour | 64.4% | 65.8% | 59.5 | 74.5% |



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27th January 2026

Agenda Item 5: Customer Service Compliments, Comments and Complaints and Standards

Report for Housing & Repairs Quarter 3 - 1st October 2025 to 31st December 2025

| | |
|---------------------------|--|
| Classification | This report is Public. |
| Report By | Customer Service, Standards and Complaints Manager |
| Contact Officer(s) | Customer Standards and Complaints Officer |

PURPOSE/SUMMARY OF REPORT

- To provide information on the Council's performance in relation to its customer service standards, Compliments, Comments and Complaints on behalf of the Housing Management and Repairs services.
- To provide information on the effective management of complaints and customer requests which is central to excellent customer service and the Council can use to identify improvements within its Housing Management & Repairs services.
- To provide information on the number of compliments, comments and complaints received for Tenant related matters for the period 1st October 2025 to 31st December 2025.

REPORT DETAILS

1. Background

- 1.1 The purpose of this report is to make Housing Management, Repairs departments and Tenants aware of performance in relation to the effective management of complaints and identifying any improvements.

2. Details of Proposal or Information

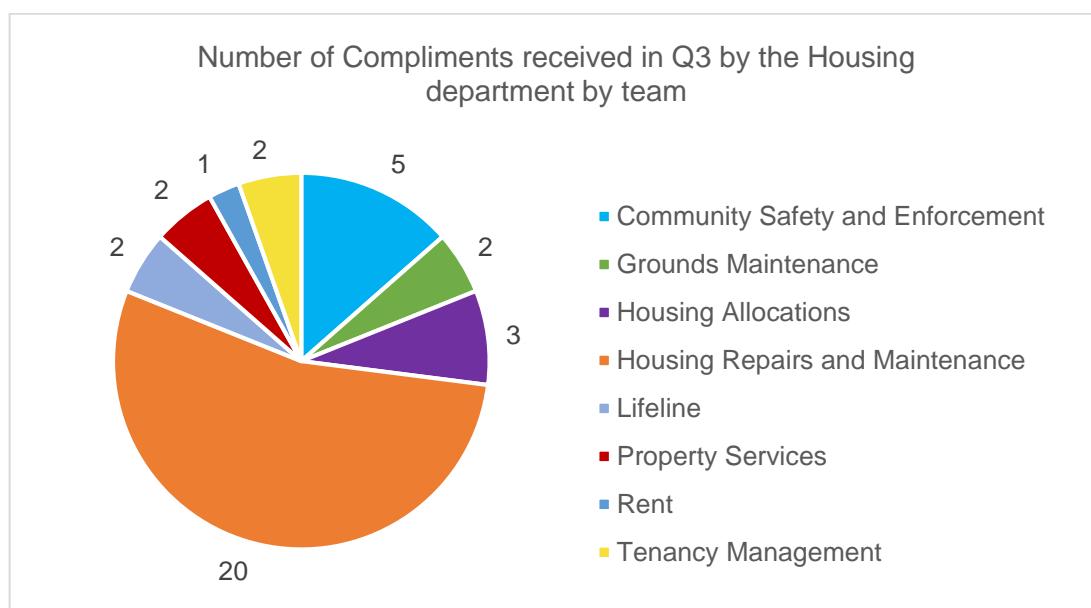
2.1 Compliments, Comments and Complaints

Some customer contacts/complaints received during Q3 covered more than one service area, therefore when analysing the data by Housing teams these do not mirror the actual volume of contacts received.

For 2025/2026 the data contained within Housing Liaison Board reports has been reviewed. Any non-tenancy related data has been removed including Housing Options, Housing Allocations, Community Safety & Enforcement, Careline. It is important to note, that tenancy related data for these teams will be recorded. The Council have also added tenancy related Grounds Maintenance data to the report.

Compliments

In total 32 compliments were received during the period 1st October 2025 to 31st December 2025. Compliments were received from customers who appreciated excellent service. The pie chart below shows the breakdown across the teams.



When analysing the compliments received in Q3, Dragonfly (Housing Repairs and Maintenance) received the most compliments, followed by Community Safety and Enforcement.

As also shown throughout 2025-26, it is useful to note whilst repairs and maintenance has featured heavily as a core reason for complaint, this shows that a tenant's personal experience of the service by the team appears to influence their bias in response to the Council. There are clearly positives to be taken from the service delivered, as well as areas for improvement.

Compliment themes for Dragonfly (Housing Repairs and Maintenance) included:

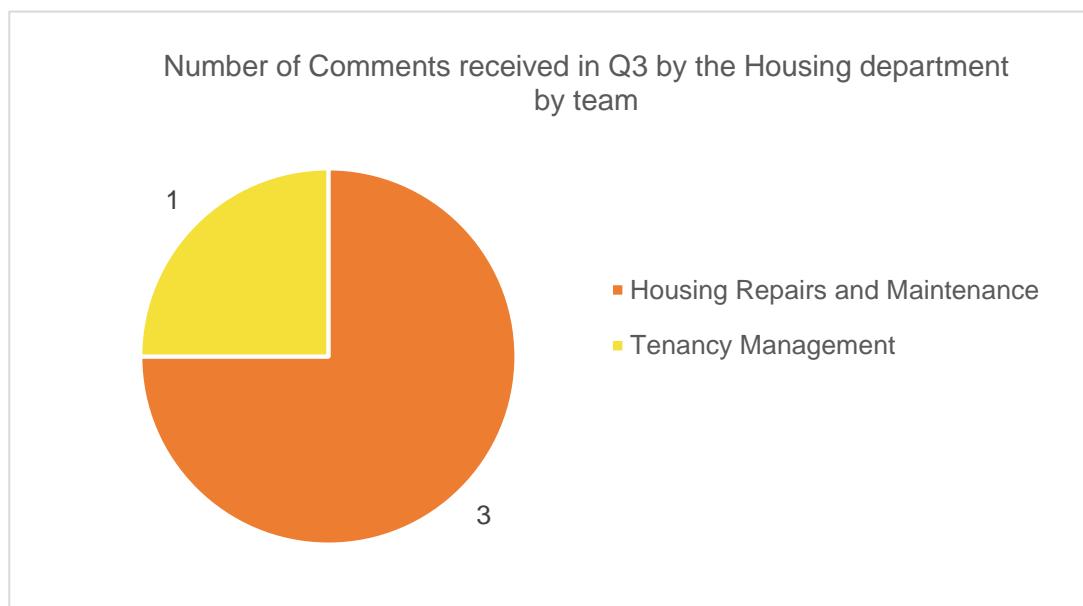
- Repair Operatives' professionalism and politeness
- High-quality workmanship across repairs and installations
- Going above and beyond customer expectations
- Respectful behaviour and care shown in customers' homes
- Clean and tidy work practices
- Prompt, efficient and reliable service
- Strong teamwork and coordination across roles
- Kindness, empathy and understanding toward residents
- Positive representation of the Council and its services

Compliment themes for Community Safety / Community Enforcement Rangers included:

- Rangers' professionalism, respectfulness and supportive approach
- Prompt and effective responses to urgent issues
- Providing reassurance and helping residents feel safe
- Listening carefully and showing empathy toward residents' concerns
- Delivering practical help that made a meaningful difference to residents' wellbeing
- Positive representation of community safety and wider Council services

Comments

There were 4 comments received for the period 1st October 2025 to 31st December 2025 and 100% were acknowledged and passed to the respective department within the target time of 5 working days, for consideration when reviewing their service.



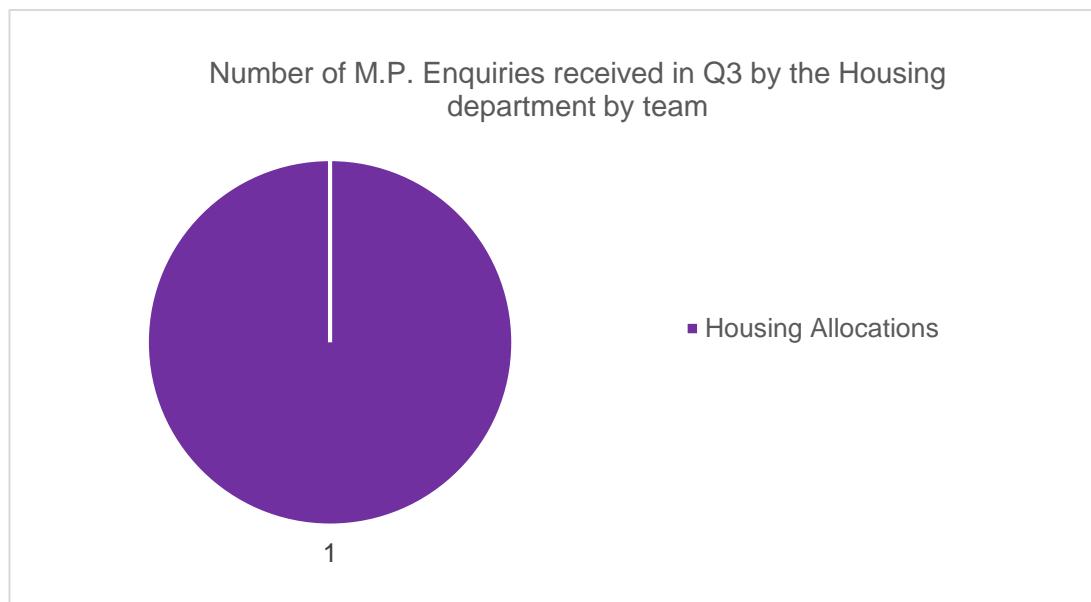
Most comments received were for Dragonfly (Housing Repairs and Maintenance). The only theme that could be derived was concerns about service quality and professionalism. One comment related to clarity on contractor procedures and another regarding unprofessional behaviour.

As noted in previous reports, it is noted due to the small number of comments received in Q3, that customers may not use comments as frequently as they utilise the Customer Services Department to make enquiries, service request or liaising teams direct with suggestions.

MP Enquiries

In the period 1st October 2025 to 31st December 2025, the Housing department received 1 M.P. Enquiry.

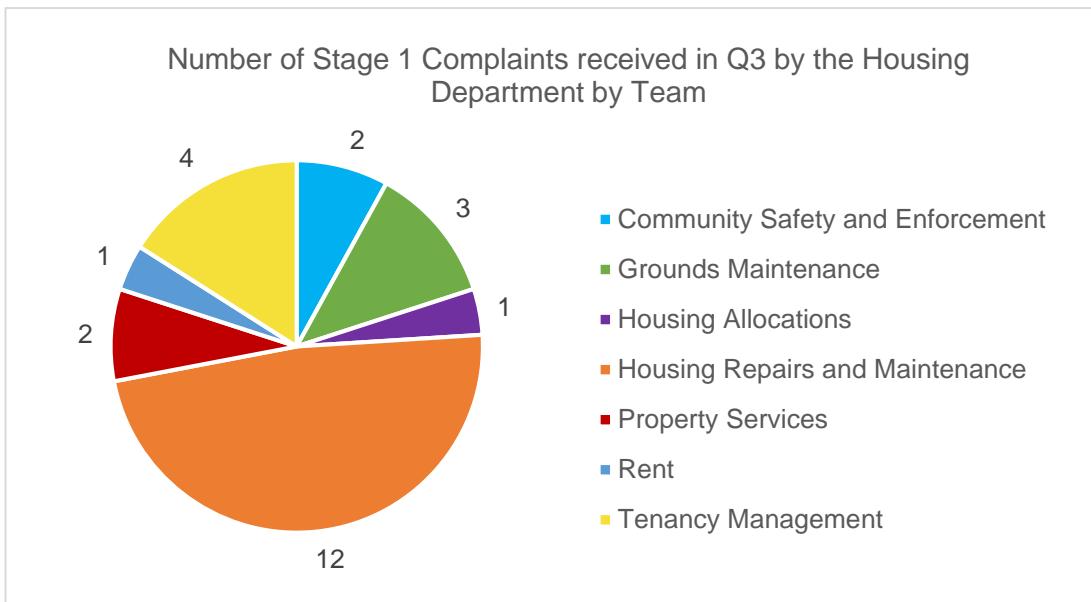
The Complaints team have witnessed a low number of M.P. Enquiries since early 2024. It is thought the information provided to the MP's Office including signposting the constituent to the appropriate organisation and providing them with the Complaints policy (for out of scope issues) may have led to a reduction in MP Enquiries as constituents are being appropriately advised of the action required and being dealt with through other Council processes i.e. as a service request/first enquiry.



This M.P. Enquiries was for Housing Allocations. No themes could be derived due to the lack of data.

Complaints – Stage 1

In total 22 Stage 1 Complaints were recorded from the 1st October 2025 to 31st December 2025.



100% Stage 1 Complaints were responded to within our customer standard and the Housing Ombudsman Code of 10 working days.

The chart above shows the breakdown of complaints received by team for those at HOS Stage 1. The largest proportion related to Dragonfly (Housing Repairs and Maintenance) followed by Tenancy Management.

Complaint themes for Dragonfly (Housing Repairs and Maintenance) included:

- Missed or inflexible appointments
- Repair Officers/Operatives attitude, conduct and communication.
- Delays or unresolved repairs and safety concerns
- Workmanship / quality of repair.

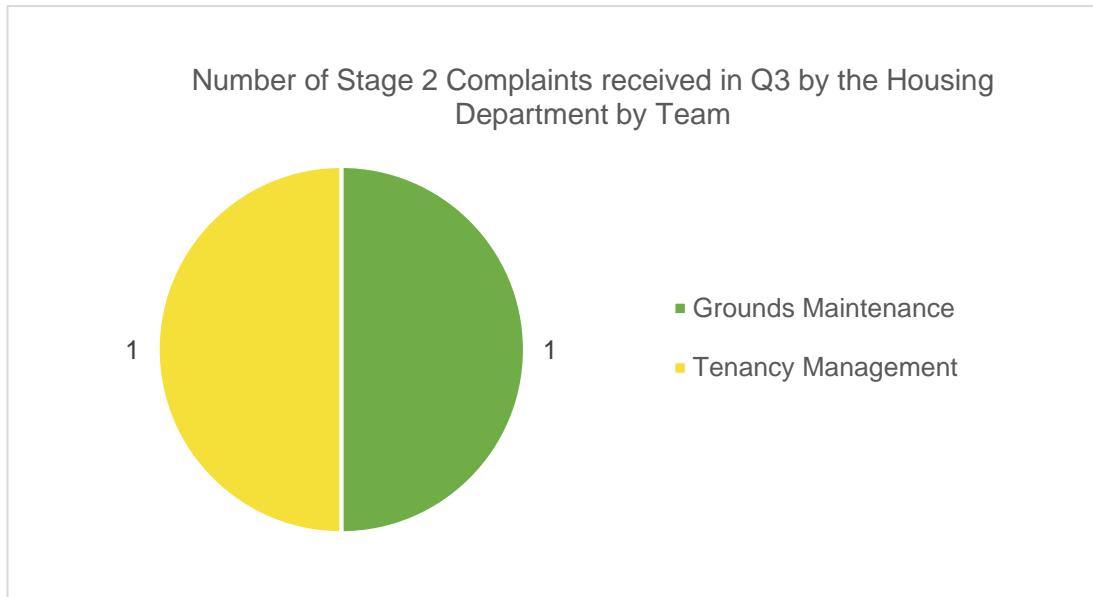
Only one complaint theme for Tenancy Management was identified which was treatment, attitude and manner of the Tenancy Management Officers/team.

Complaints – Stage 2

2 Stage 2 complaints were recorded, from the 1st October 2025 to 31st December 2025. One for Grounds Maintenance and one for Tenancy Management.

All stage 2 complaints have been responded to within our customer service standard and the Housing Ombudsman Code of 20 working days.

As both complaints were for different departments and reasons no common themes could be drawn.



Ombudsman

No Ombudsman complaints were reviewed during this period.

Summary for Quarter 3 2025/26

| | October | November | December | Total |
|--------------------|---------|----------|----------|-------|
| Compliments | 12 | 9 | 11 | 32 |
| Comments | 1 | 0 | 3 | 4 |
| Stage 1 Complaints | 11 | 8 | 3 | 22 |
| Stage 2 Complaints | 0 | 1 | 1 | 2 |
| MP Enquiries | 1 | 0 | 0 | 1 |

Complaints Feedback

During Q3, the following service improvements were implemented as a consequence of complaints.

1. The Gas team are looking into changing the wording on the gas service letters regarding pre-pay meters.
2. The Gas team have ensured their system stipulates whether a morning or afternoon appointment has been arranged, which notifies the Engineer.

3. The apprentice and their mentor have received additional training to ensure lesson are learnt and to prevent recurrence.

The Council will continue reviewing the data at the Department Service Reviews, to explore themes and discuss any improvements which may have not been reported.

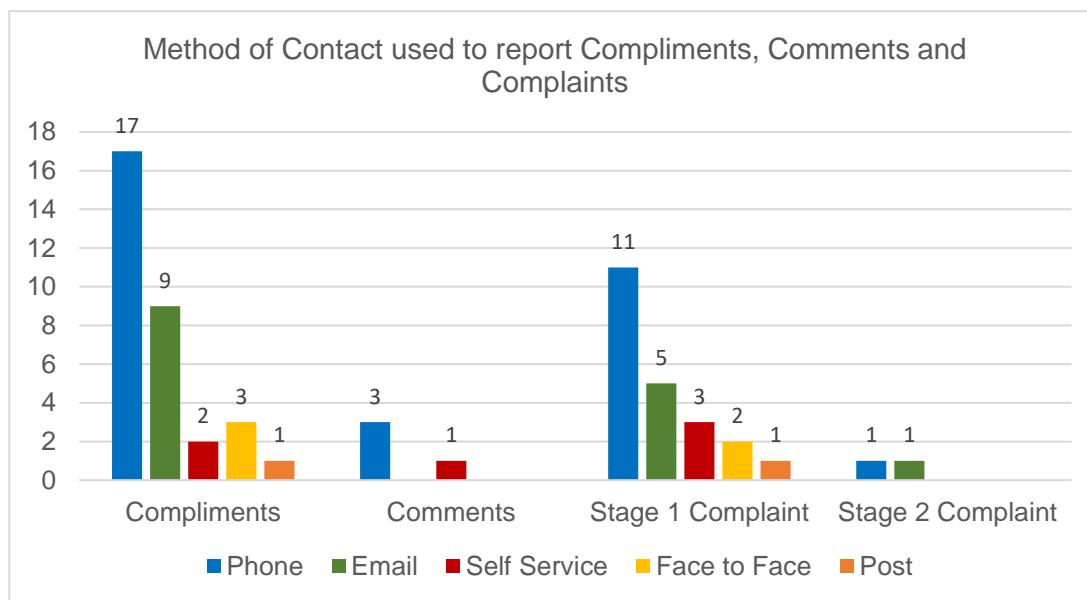
Method of Contact

For the purposes of analysis, anything written that has come via post has been classed as 'post', this may include letters, thank you cards and feedback on posted surveys or forms.

When analysing how customers contact the Council to pass on a compliment, a comment or make a complaint, most compliments were made via telephone, followed by email. Stage 1 Complaints were mostly made via telephone followed by email and Stage 2 Complaints were made equally by email and telephone.

Analysis of method of contact over the last year has shown a shift to use of telephone or email over the more long-standing use of post/letter.

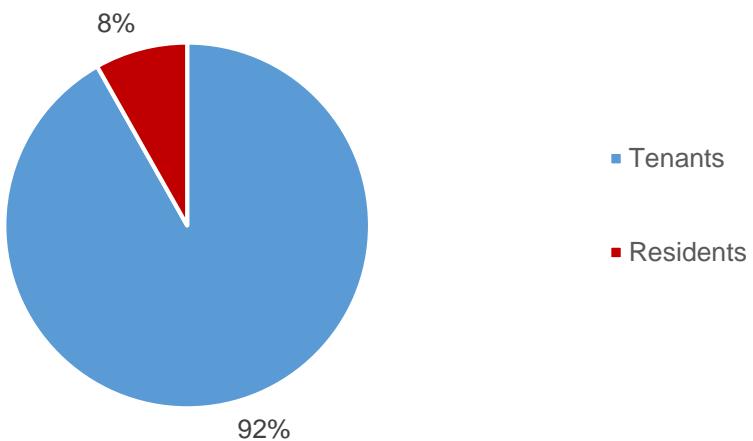
It is worth noting that M.P. Enquiries have not been reported on in the below graph as all M.P. Enquiries are sent via email.



Tenants' vs Residents

When analysing the data on who was making the reports to the Council for compliments, comments, M.P. enquiries and complaints we found that Tenants made most of these reports compared to residents.

Number of Council Tenants vs District Residents reporting compliments, comments, M.P. enquiries and complaints.



Comparison to Q3 2024-2025

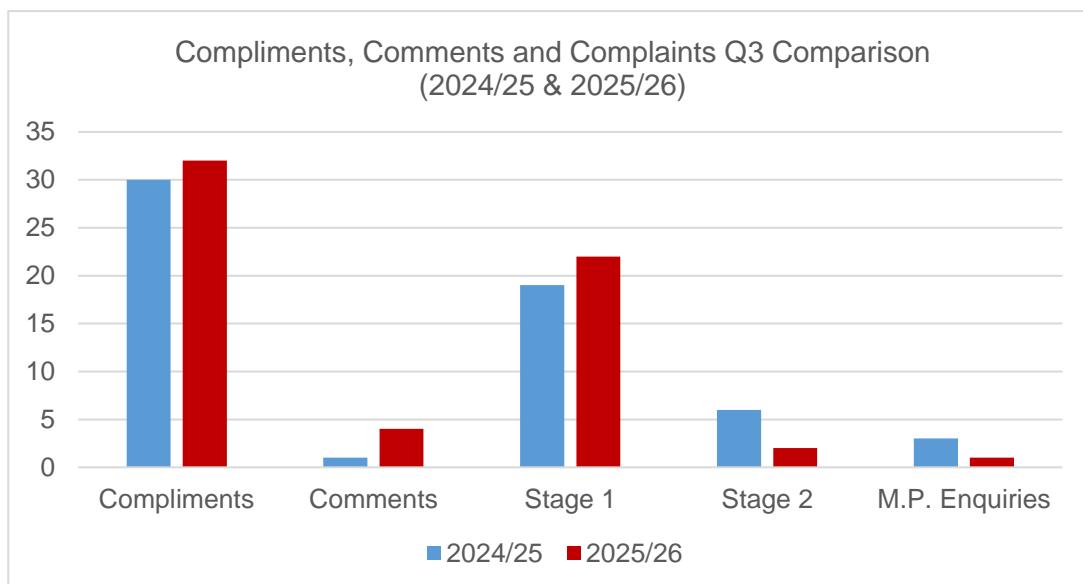
| | 2024/25 | 2025/26 |
|-----------------------|---------|---------|
| Compliments | 30 | 32 |
| Comments | 1 | 4 |
| Stage 1 | 19 | 22 |
| Stage 2 | 6 | 2 |
| M.P. Enquiries | 3 | 1 |

There was a similar number of compliments and comments received in Q3 2024/25. Stage 1 complaints have slightly increased and stage 2 decreased by a third.

For both periods Dragonfly (Housing Repairs and Maintenance) had the most compliments and complaints.

For method of contact, both Q3 2025/26 and 2024/25 found that compliments and stage 1 complaints were mainly reported by telephone followed by email. In addition to this, stage 2 complaints were equally reported by telephone as email within both data sets.

Similarly to 2024/25, 2025/26 Q3 has shown that tenants made the most reports, however the percentage of tenants to residents has significantly increased. In 2024/25 this was 75%, whereas in 2025/26 this is 92%. However, this may be a result of the data changes within this report.



Comparison to Q1 and Q2 2025-2026

| | Q1 | Q2 | Q3 |
|-----------------------|-----------|-----------|-----------|
| Compliments | 20 | 29 | 32 |
| Comments | 5 | 3 | 4 |
| Stage 1 | 25 | 18 | 22 |
| Stage 2 | 4 | 3 | 2 |
| M.P. Enquiries | 2 | 3 | 1 |

Overall feedback volumes remained consistent across the reporting period, with a combined total of 56 interactions recorded in both Q1 and Q2, rising slightly to 61 in Q3. A continued and notable increase in compliments was observed, rising steadily from 20 in Q1 to 29 in Q2 and 32 in Q3. By Q3, compliments represented over half of all feedback received, indicating a sustained improvement in customer satisfaction and a positive perception of service delivery.

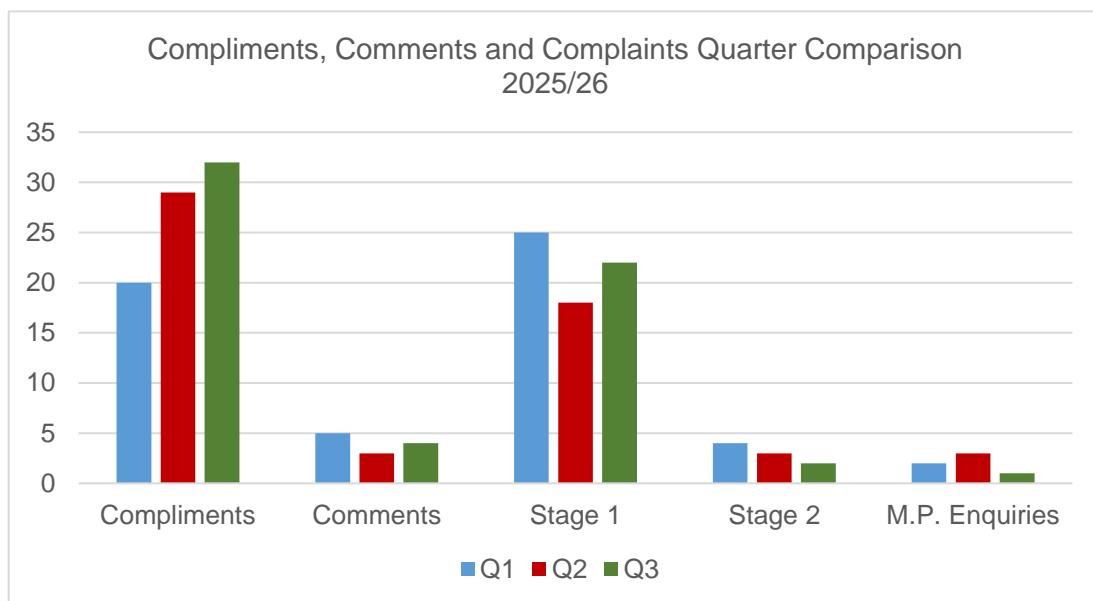
Complaint volumes and escalation levels showed an overall downward trend. Stage 1 complaints decreased from 25 in Q1 to 18 in Q2, with a modest increase to 22 in Q3, but remaining below Q1 levels. Importantly, Stage 2 complaints reduced consistently across the period, falling from 4 in Q1 to 3 in Q2 and 2 in Q3, demonstrating improved early resolution and fewer escalations. Comments and MP enquiries remained low in volume throughout the period, with minor fluctuations, and no emerging trends identified. Taken together, the data demonstrates a positive shift in the overall feedback profile, with increasing positive feedback and a reduction in higher-level complaints.

In Q3, the main themes in Stage 1 complaints remained consistent with those seen in Q1 and Q2. Dragonfly (Housing Repairs and Maintenance) continued to be the largest area of concern for tenants and accounted for almost half of all Stage 1 complaints in Q3. This reflects the high level of demand for repairs

services and the volume of work delivered for tenants throughout the year, rather than a change in the type of concerns being raised.

Other recurring themes in Q3 included Tenancy Management and Grounds Maintenance, which continued to account for a smaller proportion of complaints and were broadly similar to levels seen in earlier quarters. Complaints relating to Tenancy Management reduced in Q3 compared to Q2 and were in line with Q1, while Grounds Maintenance complaints remained low and stable across all three quarters.

Across Q1–Q3, telephone was the main way tenants sent in compliments (with email a clear second in Q3). For Stage 1 complaints, contact moved from phone-led in Q1 (with self-service next) to email-led in Q2, then back to phone-led in Q3 (email second). Stage 2 complaints were raised mainly by phone and email, with email most common in Q2 and small numbers in each quarter. In all three quarters, tenants reported the largest majority of data.



Compliments/complaints for Q3 included:

| Compliments | Complaints |
|---|---|
| Tenant would like to thank the operative who attended their property for a few repairs, they went above and beyond, they were very knowledgeable and polite and could not fault them. | Customer is dissatisfied there was missed opportunities for her repairs appointment to be raised appropriately as an emergency. |

| Compliments | Complaints |
|---|--|
| <p>The resident cannot speak highly enough about the Ranger's approach towards them and the issue they had. The Ranger was so professional and provided a large amount of reassurance which was invaluable.</p> | <p>Customer is dissatisfied with the treatment received from Tenancy Management Officers.</p> |
| <p>The customer would like to say thank you to the team for cutting the tree down, they are very grateful and have done an excellent job. They have cleared the area to a high standard.</p> | <p>Customer has complained concerning an unannounced visit from the Council's Contractor and their conduct on site.</p> |
| <p>Customer would like to say a big thank you to Repairs Co-ordinator and the team and also the surveyor for rectifying a problem to the brickwork, they did a fabulous job and were very prompt. The Repairs Co-ordinator was the point of contact and they were great and thanked them too.</p> | <p>Customer is dissatisfied there was missed opportunities for her repairs appointment to be raised appropriately as an emergency.</p> |
| <p>The Customer complimented the Plumber advising that nothing was too much trouble for them, all furniture was put back in place, they got on with the job and were really friendly. The customer could not have wished for a better attitude.</p> | <p>Customer is unhappy with actions taken by the Community Enforcement Ranger.</p> |
| <p>Customer wanted to express their sincere thanks to the Repairs team for changing their bathroom. They also complimented the Contractors for their expert work which was completed in a friendly and efficient manner.</p> | <p>Customer has complained about the Gas Repairs Planner's manner when trying to rearrange a gas service appointment.</p> |

| Compliments | Complaints |
|---|---|
| Tenants of an Independent Living Scheme passed on their thanks for the new development. They are delighted with their new bungalows and for the great service have received from Housing. They also wanted to thank the Scheme Manager for including them in the activities of the new independent living Scheme and creating a wonderful community spirit. | Customer has complained about a lack of correspondence or action following a tree cutting inspection. |

RECOMMENDATION(S)

1. That members of the Board review the overall performance on Compliments, Comments and Complaints handling performance as detailed in the report.

| Links to Council Ambition: Customers, Economy, Environment and Housing |
|--|
| <p>Ambition: Housing</p> <p>Priorities: Building more, good quality, affordable housing, and being a decent landlord.</p> <p>Maintaining and improving property and housing management standards and ensuring that standards and living conditions in the district contribute towards better health outcomes for all.</p> <p>Target HOU4: Work towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements.</p> |

| DOCUMENT INFORMATION | |
|----------------------|--------------|
| Appendix No | Title |
| | |



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 6: Housing Key Performance Indicators

| | |
|------------------------|--|
| Classification: | This report is Public |
| Report By: | Assistant Director of Housing Management & Enforcement |

Background

In spring 2024, the Council launched its new Council Plan “The Future 2024-2028”. This describes the key role we play in supporting the District, through the provision and delivery of key services that are essential to everyday life. The plan also outlines our four main aims:

- Customers - providing excellent and accessible services
- Economy - drive growth, promote the district and be business and visitor friendly
- Environment - protect the quality of life for residents and businesses, meet environmental challenges and enhance biodiversity
- Housing - deliver social and private sector housing growth

As a Housing Service we have developed a number of Key Performance Indicators (KPIs) that show how we are contributing to the Councils Ambitions. A summary of current performance is attached at Appendix 1.

Keeping Tenants informed of our performance

The Council’s Housing Management team produces a significant amount of performance related information, whether this be the Complaints information, the Tenant Satisfaction Measures or the Councils own KPIs.

We would like to ensure we are providing tenants with useful and informative data which means that they can hold us to account on the services we deliver. Tenants can only do that when they have been provided with the relevant information or data. We welcome tenant feedback on our current performance and suggestions for areas of focus to improve performance/delivery.

Attached at appendix 1 is a summary of performance against our service indicators for the year 2025-26.

At appendix 2 is the Q3 performance poster for circulation in contact centres. Following the recent refresh of the Council's website, a specific page for performance information has now been developed [Our service performance](#).

Moving forward the quarterly performance posters are now included in the Bolsover Homes Newsletter [Tenant Participation](#).

RECOMMENDATION(S)

1. That the performance documented in the attached reports is reviewed and acknowledged.
2. That members review the figures in the Q3 performance poster and raise any queries.

Links to Council Ambition: Customers, Economy, Environment and Housing

Ambition: Housing

Priority: Maintaining and improving property and housing management standards and ensuring that standards and living conditions in the district contribute towards better health outcomes for all

Target HOU4: Work towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements.

DOCUMENT INFORMATION

| Appendix No | Title |
|--------------------|--|
| 1. | Housing Management Key Performance Indicators – Service Plan 2024-28 (Quarter 3 2025/26) |
| 2. | Q3 2025-26 Performance poster <i>(to follow at meeting)</i> |

Housing Management Key Performance Indicators – Service Plan 2024-28 (Quarter 3 2025/26)

| Indicator No. | KPI Description | Q1 2025/26 | Q2 2025/26 | Q3 2025/26 | Q4 2025/26 | Annual Outturn 2025/26 | Annual Target 2025/26 | Status | Commentary |
|---------------|--|------------|------------|------------|------------|------------------------|-----------------------|--------|---|
| 01 | Proportion of rent collected as a % of rent due in the financial year | 87% | 93% | 96% | | | 92% | 64 | |
| 02 | Percentage of rent lost through LA dwellings becoming vacant (void rent low) | 2.34% | 2.63% | 2.43% | | | 3.5% | | |
| 03 | Former tenants arrears as a % of rent due in the financial year. | 2.33% | 2.18% | 2.11% | | | 2% | | A slight reduction on the last quarter as the Income Management Team are starting to pick up the former tenants arrears work. We also have a large write off report with Finance which will reduce the debt in Q3. |
| 04 | Current tenants arrears as a % of rent due in the financial year | 4.59% | 4.58% | 3.66% | | | 4% | | To address the arrears we have made some temporary changes to the Officers working on arrears. April to Oct 2026, a Tenancy Management Officer worked solely on rent arrears to progress the high level rent arrears cases. This has had some successes |

| Indicator No. | KPI Description | Q1 2025/26 | Q2 2025/26 | Q3 2025/26 | Q4 2025/26 | Annual Outturn 2025/26 | Annual Target 2025/26 | Status | Commentary |
|---------------|--|------------|------------|---------------------------|------------|------------------------|-----------------------|---|---|
| 05 | | | | | | | | Green | <p>and we anticipate these will be reflected in Q3 performance reports.</p> <p>The team continue to work hard with tenants to signpost to support agencies and offer appropriate assistance and we continue to be supportive yet but firm in our approach to the arrears.</p> |
| 05 | Allocations – from Dragonfly handover to relet – 14 working days (average) | 40 | 25 | <i>Pending at meeting</i> | | 14 | TBC | <p>Q3 – <i>pending</i></p> <p>Q2 – This figure includes the relet of 3 Management Voids consisting of 2 ILS safe and warm properties as below and 1 purpose built fully adapted property. Adapted properties are direct matched to families with a need and are allocated outside of the choice-based allocation process. This particular property was put on hold to allow multi-agency support for a specific family. If these 3 properties were removed the figure would reduce to 10 days and would be within target.</p> | |

| Indicator No. | KPI Description | Q1 2025/26 | Q2 2025/26 | Q3 2025/26 | Q4 2025/26 | Annual Outturn 2025/26 | Annual Target 2025/26 | Status | Commentary |
|---------------|--|------------|------------|---------------------------|------------|------------------------|-----------------------|--------|--|
| 51 | | | | | | | | | Q1 - This figure include the re-let of 6 properties in ILS which have had substantial save and warm schemes carried out with longer than average periods of relet required. If these were removed this would reduce the figure to 24.23 days. It should also be noted that in this period we successfully let 2 historically low demand properties which impacted significantly on these figures, (663 days for the 2 properties) if these were discounted the actual time with allocations reduced to 11.69 days. |
| 06 | Homelessness successful prevention cases | 76% | 79% | <i>Pending at meeting</i> | | 75% | TBC | | Q2 - Of 63 cases closed under prevention duties, 50 were successful housing outcomes. Totalling 79% of cases closed in Q2 that were successful prevention cases. |
| 07 | Homelessness successful relief cases | 75% | 78% | <i>Pending at meeting</i> | | 45% | TBC | | Q2 - Of 40 cases closed under relief duties, 31 were successful housing outcomes. Totalling 78% of cases closed in Q2 that were successful relief cases. |

| Indicator No. | KPI Description | Q1 2025/26 | Q2 2025/26 | Q3 2025/26 | Q4 2025/26 | Annual Outturn 2025/26 | Annual Target 2025/26 | Status | Commentary |
|---------------|---|------------|--------------------|--------------------|------------|------------------------|-----------------------|--------|--|
| 08 | % of Stage 1 housing complaints responded to within 10 working days (all complaints) | 100% | 100% | 100% | | | 100% | | Q3 - 22 Stage one complaints all responded to in time. Q2 - 18 Stage one complaints all responded to in time. Q1 - 25 Stage one complaints all responded to in time. |
| 09 | % of Stage 2 housing complaints responded to within 20 working days (all complaints) | 100% | 100% | 100% | | | 100% | | Q3 - 2 stage 2 complaints all responded to in time. Q2 - 3 stage 2 complaints all responded to in time. Q1 - 4 stage 2 complaints all responded to in time. |
| 10 | Lifeline customers satisfied with the way their alarm call was dealt with – to be measured monthly dip test of 10 calls | Pending | Pending at meeting | Pending at meeting | | | 90% | TBC | |
| 11 | 95% falls responded to within 30 minutes | Pending | Pending at meeting | Pending at meeting | | | 95% | TBC | |



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 7: Rent Arrears Policy Update

| | |
|------------------------|--|
| Classification: | This report is Public |
| Report By: | Victoria Dawson, Assistant Director Housing Management |

PURPOSE/SUMMARY OF REPORT

- To inform the Board of recent updates and renaming to the current Rent Arrears Policy, which is proposed to be known as the Rent Collection Policy.

REPORT DETAILS

1. Background

- 1.1 Bolsover District Council owns and manages its housing stock consisting of 4900 properties as at November 2025.
- 1.2 All tenants of Bolsover District Council have signed a tenancy agreement, which sets out the rights and responsibilities of the tenant(s) and the Council. The tenancy agreement states that tenants, should pay their rent on a weekly basis and if they fail to do so and fall into arrears the Council can apply for Possession as set out in Schedule 2 of the Housing Act 1985 (as may be amended from time to time).
- 1.3 The Rent Collection Policy explains the Council's approach to prevention and collection of rent arrears. In summary the Council will take a firm but fair approach, ensuring that tenants have available financial expertise to resolve any difficulties. The Council will not tolerate tenants who are unwilling to pay debt nor receive help and legal action will be taken where necessary.
- 1.4 It clearly defines our commitment to equality and proportionality within the rent management processes. The Council in delivering this policy, will ensure that no individual is discriminated against on grounds of marital status, sex, disability, age, sexual orientation, racial discrimination, personal attributes, including religious beliefs or political opinions.

1.5 The Policy ensures compliance with the Pre Action Protocol for Possession Claims by Social Landlords

2. **Details of Proposal or Information**

2.1 The current Policy is 3 years old and due for renewal. It has been reviewed and updated to reflect a number of changes and the updated policy is at Appendix 1 with amendments or additions shown by track changes.

2.2 We have renamed the old Rent Arrears Policy to Rent Collection Policy. We amended the layout of the policy to set out who is involved in rent collection and how we go about this in what we feel is a logical order for tenants to understand.

2.3 We have set out that a “contact” can take many forms e.g. letters, telephone calls, text messages, emails and visits and not just letters as we have historically sent.

2.4 We have changed the reference from ‘arrears’ to ‘debt’. This change of terminology is to ensure that tenants recognise that rent is a priority debt, and added information around Universal Credit as many tenants have now migrated to this benefit from Housing Benefit. We have also updated the staffing structure and job roles.

2.5 We have removed the Current and Former Tenant Arrears Recovery Procedures and accompanying flowcharts from the Policy. These are largely procedural guides for officers, and the decision has been taken to remove these to ensure that they can be updated regularly to ensure that they are fit for purpose, reflect legislative changes and national trends, as well as developments in the rent income analytics software we use. These need to be updated more frequently than the Policy and this allows more flexibility around this. The Procedures will be updated and sit alongside the policy to ensure that all officers involved in rent collection, at different levels or stages, adopt the same fair but firm approach and takes account of the need to consider equality and proportionality when taking any action.

2.6 The Equality Act assessment and wording throughout the document have also been updated.

2.7 The revised policy was considered by Customer Services Scrutiny Committee on 8th December 2025, who were in support of the revisions especially the change of name to Rent Collection Policy. The Policy is to be presented to Executive for approval on 26th January 2026.

2.8 It is considered good practice to have a policy which sets the Council approach to prevention and collection of rent, the updated policy reflects updated processes and aligns with current rent collection.

RECOMMENDATION(S)

1. That members note the updated Rent Collection Policy to be approved by Executive on 26th January 2026.

| Links to Council Ambition: Customers, Economy, Environment and Housing | |
|--|--|
| Ambition: Customers | |
| Priorities: | <ul style="list-style-type: none"> ○ <i>Continuous improvement to service delivery through innovation, modernisation and listening to customers</i> ○ <i>Improving the customer experience and removing barriers to accessing information and services</i> |
| <p>Ambition: Housing</p> <p>Priority:</p> <ul style="list-style-type: none"> ○ <i>Building more, good quality, affordable housing, and being a decent landlord</i> <p>Target HOU04: Working towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements.</p> | |

| DOCUMENT INFORMATION | |
|-----------------------------|------------------------|
| Appendix No | Title |
| 1. | Rent Collection Policy |



Rent Arrears Collection Policy

(January 2026)

Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All statement

You can request this document or information in another format such as large print or **language** or contact us by:

- **Phone:** [01246 242424](tel:01246242424)
- **Email:** enquiries@bolsover.gov.uk
- **BSL Video Call:** A three-way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need WiFi or mobile data to make the video call, or call into one of our Contact Centres.
- Call with [Relay UK](#) - a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real-time conversation with us by text.
- **Visiting** one of our [offices](#) at Clowne, Bolsover, Shirebrook and South Normanton

CONTROL SHEET FOR Rent Arrears Policy

| Policy Details | Comments / Confirmation (To be updated as the document progresses) |
|---|---|
| Policy title | Rent Arrears Policy |
| Current status – i.e. first draft, version 2 or final version | version <u>32</u> |
| Policy author (post title only) | Housing <u>Enforcement Services</u> Manager |
| Location of policy (whilst in development) | S Drive |
| Relevant Cabinet Member (if applicable) | Sandra Peake <u>Portfolio Holder for Housing</u> |
| Equality Impact Assessment approval date | 7 th November 2019 Version 2 – updated 21st November 2022 |
| Partnership involvement (if applicable) | N/A |
| Final policy approval route i.e. Cabinet/ Council | Cabinet |
| Date policy approved | |
| Date policy due for review (maximum three years) | |
| Date policy forwarded to Performance & Communications (to include on Extranet and Internet if applicable to the public) | |

Contents

| | |
|--|-----------|
| 1. Introduction | 4 |
| 2. Policy Aims | 4 |
| 3. Equality Act Duties | 5 |
| 4. Tenants Responsibility | 5 |
| 5. Prevention | 6 |
| 6. Payment Methods | 7 |
| 7. Early Intervention | 7 |
| 8. Effective contact | 8 |
| 9. Clear and Accurate Record Keeping | 8 |
| 10. Enforcement | 8 |
| 11. Former Tenancy Arrears | 9 |
| 12. Garage, Garage Plots and Parking Bay Arrears | 9 |
| 13. Confidentiality and Data Protection | 9 |
| 14. Equality Act duties | 10 |
| Appendix 1 – Tenancy Management Structure chart | 12 |
| 15. Appendix 2 – Tenancy Agreement | |
| 16. Appendix 3 – Rent Arrears Recovery Procedure | |
| 17. Appendix 4 – Rent Arrears Recovery Flowchart | |
| 18. Appendix 5 – Equality Act Assessment | |
| 19. Appendix 6 – Former Tenant Arrears Recovery Procedure | |
| 20. Appendix 7 – Former Tenant Arrears Recovery Flowchart | |
| 21. Appendix 8 – Garage, Garage Plots and Parking Bay Arrears Recovery Procedure | |
| 22. Appendix 9 – Garage, Garage Plots and Parking Bay Rent Arrears Recovery Flowchart | |

1. Introduction

Bolsover District Council owns and manages its own housing stock consisting of around 4900 properties. ~~4,991 properties as at October 2022.~~

This policy outlines the approach that Bolsover District Council will follow in the prevention, collection, management and recovery of rent debt.

The day-to-day management and responsible officer for this policy and procedure is the Housing Services Manager who will ensure any updates to this policy and the associated procedure are circulated to staff. The Structure is set out at Appendix 1.

The Councils housing management is split into 5 parts;

- **Income Management Team** - administration of the collection of rent and former rent arrears. Also, the recovery of rent debt from the initial contact up to and including the service of the court warning.
- **Tenancy Management** – deal with all aspects of managing a tenancy, including, rent debt from when it is passed from the Income Management Team following service of court warning through to court action and finally eviction if necessary. Housing Assistants (Tenancy) officers support Tenancy Management Officers who deal with breaches of tenancy and anti-social behaviour, supported by the Anti-social Behaviour Team if necessary.
- **Housing Assistants Tenancy** – administration of garage rent debt up to and including eviction.
- **Housing Needs** - deal with updating and maintaining the housing register, allocation of properties and statutory duties regarding homelessness under the Housing Reduction Act.

The Income Management and Tenancy Management Teams are responsible for monitoring and taking enforcement action against tenants in debt.

2. Policy Aim

This policy explains the Council's approach when tenants accrue rent arrears or have tenancy arrears at the end of their tenancy. Bolsover District In summary the Council will take a firm but fair approach, ensuring that tenants are supported and have available financial inclusion expertise to help in resolving any difficulties. The Council will not tolerate tenants who are unwilling to pay their rent debt arrears nor receive help and legal action will be taken where necessary.

To achieve the Policy Objectives Bolsover District Council will commit to managing rent debt following the principles below:

- Priority is to prevent rent debt from happening
- Prompt action and early intervention will be taken on any debt

- Fair and appropriate repayment agreements will be made
- Pre-action protocol will be followed
- Legal action will be taken where appropriate

3. Equality Act Duty

The Council has a statutory duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010. Acting in accordance with this Policy will help to ensure that the collection of sums due is conducted in a consistent and objective manner that will reduce the risk of inadvertent discrimination against persons with protected characteristics. It will also ensure that debt collection and recovery is delivered in an equally accessible manner to all members of the community. In order to establish if a tenant requires additional support or help, officers will undertake regular assessments of the tenant's personal circumstances, known as an Equality Act assessment

The policy ~~It~~ clearly defines our commitment to equality and proportionality within the rent management processes. The Council in delivering this policy, will ensure that no individual is discriminated against on grounds of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. The policy aims to be:

- Sensitive to the needs of individuals
- Accountable
- Fair
- Efficient
- Responsive and flexible

Bolsover District Council recognises that it manages a wide, diverse customer base and is committed to providing equal access to services. We will endeavour to provide clear information, providing information in different formats or languages where requested and make reasonable adjustments if a customer requires additional support or help.

An Equality Impact Assessment will be undertaken to establish if a customer requires additional support in line with Pre-Action Protocol for Possession Claims for Social Landlords.

4. **Tenant's responsibilities**

The term tenant includes sole and any joint tenants. If two or more people have signed the Tenancy Agreement they are jointly and severally liable for the payment of rent. This means that each person is fully responsible for the payment rent and any rent debt.

All tenants of Bolsover District Council have signed a tenancy agreement, which is a legal contract. The tenancy agreement which sets out the rights and

responsibilities of the tenant(s) and the Council. The tenancy agreement is a legally binding contract between the Council and the tenant(s). The tenancy agreement states that tenants, should pay their rent on a weekly basis and if they fail to do so and fall into arrearsdebt the Council can apply for possession as set out in Schedule 2 of the Housing Act 1985 (as may be amended from time to time).

Rent charges may be changed from time to time and are reviewed each year in line with Government policy. Any such change takes place from the first Monday in April each year and the Council will give a minimum of 4 weeks' notice to tenants.

The Council also offers additional services which have to be paid for as part of the rent or additional service charges.

Tenants will be required to actively work with the Income Management Team and Tenancy Management Team to resolve their arrears-rent debt situation and whilst eviction will be the action of last resort, if tenants fail to take steps to deal with their rent arrearsdebts, possession proceedings will be issued as appropriate.

It is the tenant's responsibility to ensure rent is paid even if the tenant claims Housing Benefit or Universal Credit. It is the tenants responsibility to ensure that all necessary claims are in payment and provide all information required to make sure the claims are in payment.

5. Prevention

Prevention is key to rent debt arrears control and the Council will prioritise prevention to ensure that tenancies are successful and sustainableendeavour to advise tenants as soon as arrears accrue. Rent debt is Arrears are not only financially damaging to an individual they can be socially damaging too as they risk losing their home. The Council aims to maximise income through offering advice and support at the earliest opportunity to prevent rent debt arrears increasing.

The Council aims to prevent rent arrears-debt by promoting a 'rent first' culture where rent payment is seen as a priority by staff and tenants. culture where payment is encouraged, help is provided to maximise tenants income and to ensure tenants are aware of and use the free financial advice at all stages of their tenancy. This includes referring to the Citizens Advice Bureau, Derbyshire Unemployed Workers or other agencies who offer free financial advice.

In order to prevent arrearsrent debt, the Council recognises that it must tackle the underlying causal factors. Some of the most common reasons for rent arrears-debt are listed below:

- Housing Benefit or Universal Credit issues
- Loss of income due to change in personal circumstances
- Low income
- Multiple debts and competing priorities

- Difficulty managing finances
- Missed rent increases
- Vulnerability/disabilities

6. Payment Methods

The Council aims to ensure that tenants are able to pay their rent as easily as possible, in a way that suits them and their lifestyle. The Council does this by providing a range of payment options allowing more traditional ways of paying as well as embracing payments by way of new technology. These options include:

- Direct Debit
- Online
- Automated telephone line and over the telephone with a member of staff
- Using a kiosk at a Contact Centre
- Standing Orders

7. Early intervention

The Income Management Team monitor all accounts on a weekly basis and will endeavour to contact tenants in debt within 7 days of a payment being late to try and find out the reason for the debt, provide advice and agree a plan moving forward. Contact can include letters, telephone calls, text messages, emails and visits.

Accounts are monitored on a weekly basis and the Income Management Team will initially contact tenants to find out the reason for the arrears, provide advice and agree a plan moving forward. An arrears letter is usually sent to all those who have missed their first two weeks payment. This letter also advises of where additional help or advice can be sought.

Ensuring that tenants are kept informed of their rent account is important and rent statements are included with all rent debt arrears letters and are sent by post annually showing a full year's transactions. Statements will be provided more frequently if they are requested and will assist tenants in making regular payments. All officers will have access to the last 12 weeks transactions on their mobile devices when visiting tenant's homes.

The Council works to ensure that claims for benefits are processed as quickly as possible. All Tenancy Management Officers have the means to photograph and scan documents required to process claims. These images can then be emailed to the benefit department who will process the claim.

In some instances it will not be possible to prevent arrearsrent debt. However, early intervention helps to identify problems quickly so that people can be referred to organisations that are able to help. Rent arrears debt will not be allowed to build up without intervention from the housing management team. They will follow a staged and escalated arrears procedure as detailed in Appendix 4 attached to

~~this policy.~~ This procedure can be suspended by a tenant choosing to pay rent and agreeing a repayment plan.

Prior to any formal action being taken, the Income Management Assistant will make contact with tenants by letter, telephone, text messaging and home visits. They will try to agree affordable repayment plans with tenants and offer advice throughout. Payment plans will usually be an agreement to pay the rent plus a further amount towards the ~~arrearsdebt~~. This payment will be expected each and every week. However, officers may agree for the payments to be calculated so that they can be made less frequently, for example each month where this assists tenants to manage their finances more effectively.

8. Effective contact

Direct contact with tenants will help officers to gauge what type of support or help can be provided and to ensure tenant's information and personal details are kept up to date. An assessment of the tenant's needs will be undertaken at appropriate times but full engagement by the tenant is required for this to be meaningful.

Where the Council know English is not the tenant's first language, where necessary, we will provide all written information translated into the tenant's chosen language and conduct interviews through appropriate translators.

Where the Council is aware of disabilities or other vulnerabilities, appropriate measures can be put in place to enable effective communication. For example where someone is deaf someone who can sign will be provided, larger font letters can be sent and additional home visits can be arranged.

9. Clear and accurate record keeping

The Tenancy Management Team and Income Management Team will keep electronic records of all the contact and action they take in respect of tenant's rent accounts on a computer programme, diary system. Each and every contact will be recorded on this system and tenant's details updated as appropriate. Details such as who lives at the property, the household income and expenditure, repairs, and equality act issues will be recorded as well as any details of repayment plans. Decisions which are made by an officer will also be recorded on the same system.

10. Enforcement

~~Enforcement will only be taken when there has been little or no engagement, or a lack of, or no payment.~~

~~The first formal step in the legal process is the issuing of a statutory notice, a will a formal notice be served. This is called a Notice of Seeking Possession (NOSP). This is a statutory notice and the first step in formal action being taken. The detailed process following service of the notice is set out in Appendix 4. This~~

process incorporates the legal duty to follow the rent ~~arrears debt~~ pre-action protocol which is a specific procedure before issuing court proceedings.

The Council may decide to include in legal proceedings, other matters affecting a tenant's tenancy, for example, other breaches of tenancy agreement, the most common being anti-social behaviour. These other matters do not necessarily have to be included in the relevant notice served on the tenant, but the Tenancy Management Team will make the tenant aware prior to any hearing taking place.

If repayment agreements are made and are complied with and sustained, the account will be monitored and there would be no requirement to progress to Court.

Where the debt continues to increase following the service of a NOSP the Council can make an application for a possession claim to be heard at the County Court after 28 days.

The Court outcomes include:

Adjournment Fixed Period: The hearing adjourned for further information/enquiries and will be relisted for a further date.

Adjournment on Terms: The case is adjourned on terms of rent payable plus an agreed sum towards the debt if a customer has significantly reduced the debt prior to the hearing. The tenant does not lose security of tenure on an Adjournment. The granting of costs would be at the discretion of the Court.

Suspended Possession Order: Possession of the property will be suspended on terms of payment of current rent plus an agreed sum towards the debt. If payments are not made, a warrant for possession can be applied for after the suspension period (usually 14 or 28 days).

Outright Possession Order: Possession awarded by the Court on cases where the Council has demonstrated persistent non-payment or co-operation. Possession is usually given within 14-28 days. Once this period has passed, a warrant for

End of Tenancy

At the end of a tenancy, tenants are referred to as Former Tenants and the rent account will be either clear, in credit or in arrears. If the account is in arrears the Council will follow the Former Tenants procedure, below and will continue efforts to collect the outstanding debt. Procedures can include referral to a Debt Collection Agency.

11. Former Tenants Arrears

Former Tenants are tenants who no longer live in the property allocated to them either because:

- 1 they have terminated the tenancy by giving 28 days' notice or
- 2 they have left the property without giving notice, i.e. abandoned the property or

3 they have been evicted from the property.

All tenants, when terminating their tenancy, are advised in writing of all rent due up to the termination date and will be advised of the implications involved if rent arrears are not paid in full. ~~Recovery action will commence when the status of the tenancy changes to former tenant.~~

Legal action to recover the arrears will be considered in cases where an assessment of the former tenant's financial circumstances, indicate that such action would be appropriate.

Where the arrears are in respect of a deceased tenant action will be limited to contacting the next of kin or executor to claim against the estate.

Where a debt is uneconomic to pursue or there is no prospect of recovery, the debt will be written off.

12. Garage, Garage Plot and Parking Bay ~~ArrearsDebt~~

Garage, garage plot and parking bay rent accounts that are in ~~arrears debt~~ are monitored by the Housing Assistant ~~-Tenancy~~. As with ~~tenancy arrearsrent debt~~ collection, early intervention is made and ~~contact is made letters are sent~~ when the account is in ~~arrears debt~~ for 2 weeks. Should the tenant fail to clear the ~~arrears debt~~ despite having been notified, a 'Notice To Quit' on the garage will be served.

If the account is not cleared at the expiry of the Notice To Quit, for council owned garages the locks may be changed on the garage and the tenant may be charged for this along with any costs for clearing the garage.

For garage plots the tenant may be charged for the demolition and clearance of the site.

For parking bays the former tenant may be charged for replacing the barrier keys.

13. Confidentiality and Data Protection

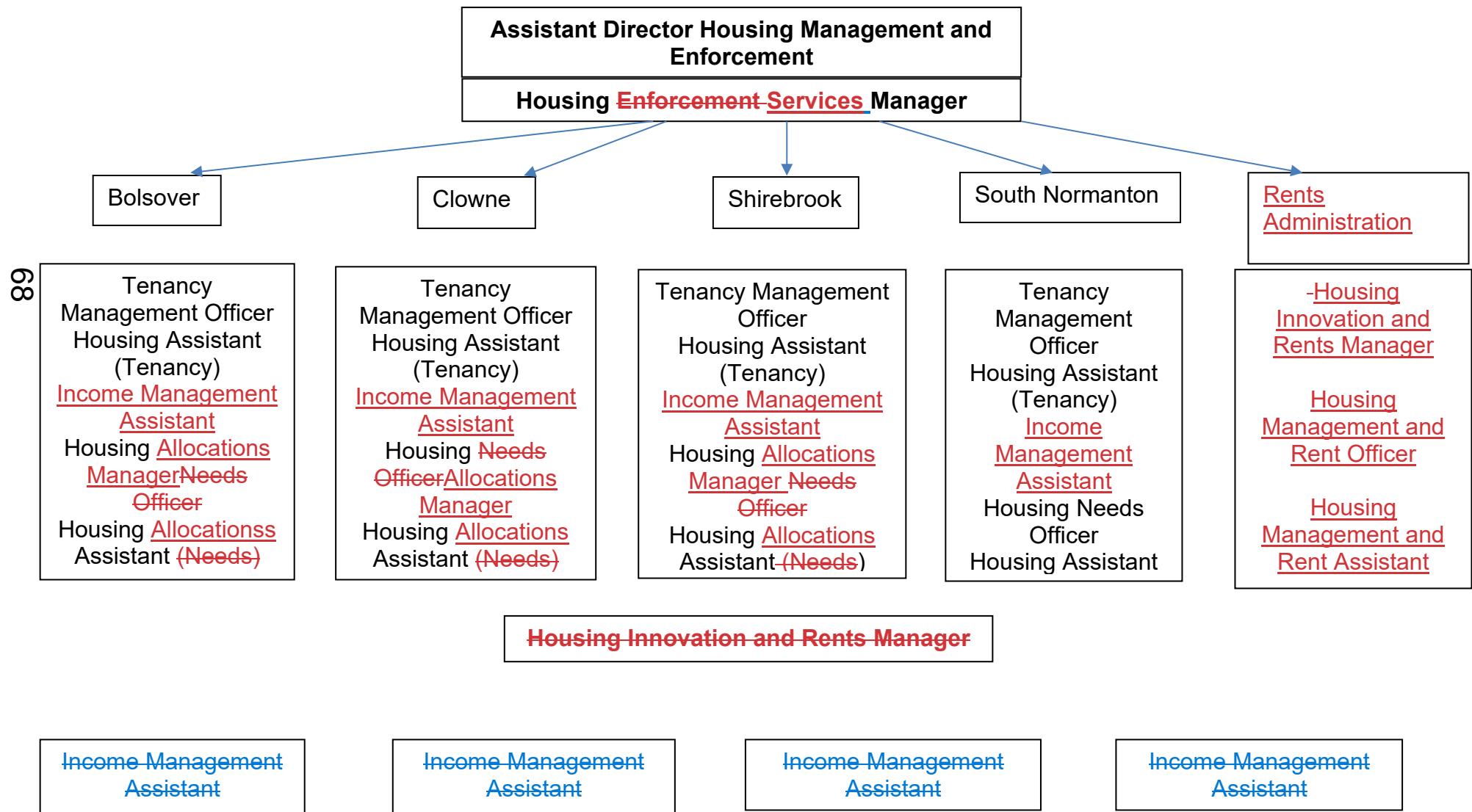
~~The Data Protection Act 2018 regulates the processing of information relating to individuals which includes the obtaining, holding, using or disclosing of said information. The Council will treat all information provided in confidence and in accordance with the Data Protection Act 2018. Necessary information will be used and shared for managing the customer's tenancy and to deliver services. These include, but are not restricted, to the DWP, Probation Services, Police, Social Services, and companies providing services on behalf of the Council.~~

~~All office interviews will be carried out privately. The information held by the Council about a tenant's rent account will not be disclosed unless with the tenant's permission and/or in accordance with the relevant legislation. Tenant's information is used to manage their rent accounts, payments, ~~arrears~~ and provide relevant debt advice. It is also used to ensure tenancy conditions are complied with such as dealing with tenancy breaches, anti-social behaviour or fraud.~~

14. Equality Act duties

The Council has a statutory duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010. Acting in accordance with this Policy will help to ensure that the collection of sums due is conducted in a consistent and objective manner that will reduce the risk of inadvertent discrimination against persons with protected characteristics. It will also ensure that debt collection and recovery is delivered in an equally accessible manner to all members of the community. In order to establish if a tenant requires additional support or help, officers will undertake regular assessments of the tenant's personal circumstances, known as an Equality Act assessment, a copy of the form used can be found at Appendix 5.

Appendix 1 – Tenancy Management





OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 8: Tenant Engagement Strategy

| | |
|------------------------|---|
| Classification: | This report is Public |
| Report By: | Assistant Director of Housing Management & Enforcement Tenant Engagement Officer |

Background

The current Tenant Engagement Strategy was implemented in July 2023 and is due for revision. The strategy requires updating to ensure it remains current, relevant, achievable and continues to meet both the Regulator of Social Housing Transparency, Influence and Accountability Standard and the aims and objectives of the Council and its tenants.

The revised Tenant Engagement Strategy sets out four new clear objectives:

- Objective 1 – Ensure two-way information and communication
- Objective 2 – Provide accessible and varied ways to achieve meaningful engagement which adds value
- Objective 3 – Empower tenants to influence and scrutinise landlord services, strategies, and policies
- Objective 4 – Ensure tenants views are welcomed, respected and acted upon to drive continuous improvement

These objectives will be delivered by a new action plan. This will set out the actions we propose to take to help us meet the four objectives and demonstrate to tenants and leaseholders our commitment to work in partnership with them to help shape and improve the services we offer.

Once formally approved, the revised strategy and action plan will be monitored on a six-monthly basis by the Housing Liaison Board, as per existing practice. This will ensure it remains current, relevant and achievable and continues to meet the aims and objectives of the Council and its tenants.

Tenants will be consulted on the proposed Tenant Engagement Strategy. All responses will be considered before the final version of the strategy is presented to the Customer Service Scrutiny Committee and Executive.

RECOMMENDATION(S)

1. That members of the Board review the proposed new Tenant Engagement Strategy in appendix 1 and provide initial comments prior to wider tenant consultation.

| Links to Council Ambition: Customers, Economy, Environment and Housing | |
|---|---|
| Ambition: Customers | |
| Priorities: | <ul style="list-style-type: none">○ <i>Improving the customer experience and removing barriers to accessing information and services</i>○ <i>Continuous improvement to service delivery through innovation, modernisation and listening to customers</i> |
| Ambition: Housing | |
| Priority: | <ul style="list-style-type: none">○ <i>Building more, good quality, affordable housing, and being a decent landlord</i> |
| Target HOU04: Working towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements. | |

| DOCUMENT INFORMATION | |
|-----------------------------|---|
| Appendix No | Title |
| 1. | Draft Proposed Tenant Engagement Strategy 2026-2029 |

Tenant Engagement Strategy

2026-2029

Contents

| | |
|--|----|
| Foreword | 3 |
| What Is Tenant Engagement? | 4 |
| Why do we need a Tenant Engagement Strategy | 6 |
| Our Vision..... | 8 |
| Objective 1 – Ensure two-way information and communication..... | 9 |
| Objective 2 – Provide accessible and varied ways to achieve meaningful engagement which adds value | 10 |
| Objective 3 – Empower tenants to influence and scrutinise landlord services, strategies, and policies..... | 11 |
| Objective 4 – Ensure tenants views are welcomed, respected and acted upon to drive continuous improvement..... | 12 |
| Knowing our tenants..... | 13 |
| How will we keep tenants informed? | 14 |
| How can you be involved?..... | 15 |
| Why get involved? | 18 |
| Monitoring Arrangements and Action Plan | 19 |
| Equalities | 20 |

Foreword

Vicky and Cllr P Smith

With map as per current strategy

Photo of both

DRAFT

What Is Tenant Engagement?

Tenant engagement means giving tenants the opportunity to share their ideas, experiences and provide feedback on the services they receive. This is an opportunity to influence and shape service delivery. Engagement simply means tenants getting involved — in any way to suit you however big or small.

Why Is Tenant Engagement Important?

Before making decisions or introducing changes, we need to understand what tenants want and how they feel about the services we provide. Listening is only the first step — true engagement means acting on what we hear.

Your involvement is essential for us to make changes that benefit our tenants and enables us to continually improve our services and achieve higher levels of tenant satisfaction.

Levels Of Engagement

There are four main levels of engagement with stakeholders, in this case our tenants:

Information – is the basis of good communication and strengthening Council-tenant relationships. We will keep you updated on decisions that matter, when they happen, how they are made, and what they mean for you, your home and community.

Consultation – is seeking tenants' views and ideas, considering those views, and providing feedback on how they have influenced decisions. We will make it clear, at the start of the process, what can and cannot be changed.

Involvement – is where tenants actively participate in decision-making, from the planning stage through to implementation. It is the most interactive form of engagement, giving tenants a stronger voice and greater influence over decisions and service delivery.

Collaboration – is the highest level of tenant engagement, where tenants play an active role in shaping and making strategic decisions. Their input is given equal weight alongside other factors. This includes contributing ideas, sharing feedback, and participating at Housing Liaison Board/committee that influence policies and service delivery. By collaborating, tenants help ensure that decisions reflect the needs and priorities of the communities they live in.

What will being involved achieve?

Our involved tenants have made a significant positive impact for all our tenants, because of their work to date. This has included:

- Working with Councillors and staff to review, create and make changes to policies
- Being involved in Challenge Days and Locality Groups to review Comments, Compliments and Complaints processes, as well as the repairs service and repair priorities.
- Setting and monitoring standards for empty properties before re-letting.
- Helping to produce twice yearly newsletter for tenants called 'Bolsover Homes'.

Our primary aim is to ensure tenants feel empowered to share their views and experiences on our services and trust that their feedback genuinely shapes decisions about their homes and communities. We will ensure that tenants who want to be involved will receive appropriate support and training to be able to actively and confidently participate. Building trust is essential as tenants are unlikely to engage if they believe their voices go unheard.

Why do we need a Tenant Engagement Strategy

The requirement for the Council to have a clear approach to how it will work with tenants is defined at both a national level in regulations and at a local level in Council strategies.

A Tenant Engagement Strategy allows us to plan effectively, establish clear goals, and it serves as a guide to help us deliver the services you need and expect.

This strategy is designed with you in mind – our tenants and future tenants. Your feedback drives the changes and improvements we make. To uphold our commitment, our teams will actively listen, communicate clearly, and engage you at every stage of their work.

Regulator for Social Housing Consumer Standards

The Social Housing (Regulation) Act 2023 introduced significant changes to the Social Housing Sector. It was introduced to improve the quality of social housing for tenants by tightening the regulations imposed on the social housing sector. As a result of the Act, the Regulator published a new set of consumer standards. The four standards became effective from 1st April 2024, and all Registered Providers are expected to meet these:

1. The Safety and Quality Standard
2. The Transparency, Influence and Accountability Standard
3. The Neighbourhood and Community Standard
4. The Tenancy Standard

The Transparency, Influence and Accountability Standard clearly states that landlords must be open with tenants and treat them with fairness and respect so they can access services, raise complaints, influence decisions and hold them to account. The standard has six required outcomes:

- **Fairness and respect** – Registered providers must treat tenants and prospective tenants with fairness and respect.
- **Diverse needs** – In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.
- **Engagement with tenants** – Registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.
- **Information about landlord services** – Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.
- **Performance information** – Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.
- **Complaints** – Registered providers must ensure complaints are addressed fairly, effectively, and promptly.

The Regulator for Social Housing is currently consulting on proposed changes to the **Transparency, Influence and Accountability Standard** and **Consumer Standards Code of Practice**.

The proposed changes were published on 9th December with consultation running until 3rd March 2026. These changes are largely with regards to introducing recently based legislation and government polices to the code. There are 3 areas:

- Social Tenant Access to Information Requirements (STAIRs)
- Competence and conduct requirements
- A new electrical safety checks Tenant Satisfaction Measure (TSM).

Officers have met and reviewed these and feel that they do reflect Governments expectations and that we will be able to collate the required TSM for electrical safety checks as we report this to the Regulator quarterly already.

[Bolsover District Council Corporate Plan](#)

Within our Corporate Plan 'Bolsover District: The Future 2024-2028', we have five priority areas for delivery within our Housing aim. One of the five directly affects our role as a landlord, and within that how we engage with our tenants:

"Building more, good quality, affordable housing, and being a decent landlord"

[Bolsover District Council Housing Strategy 2024-2029](#)

Our current Housing Strategy identifies four priorities for delivery. Priority 1 – Providing Good Quality Housing – encompasses our actions as a landlord including our desire to have a clear framework for how we engage with and involve tenants in service design and delivery.

Our Vision

To create an inclusive, transparent, and accountable housing service where tenants and leaseholders have meaningful influence over decisions, shaping strategies, policies and services, which matter to tenants and are responsive to diverse needs. We will work in partnership with tenants to build trust, strengthen communities, and drive continuous improvement.

Strategic Objectives

We recognise that effective tenant engagement is fundamental to delivering excellent housing services and meeting the regulatory standards. This strategy aims to embed engagement into every aspect of our work. We believe engagement is strongest when it's visible, diverse, enables influence and leads to fair and equitable outcomes for tenants.

We will achieve this through the following strategic objectives:

- Objective 1 – Ensure two-way information and communication
- Objective 2 – Provide accessible and varied ways to achieve meaningful engagement which adds value
- Objective 3 – Empower tenants to influence and scrutinise landlord services, strategies, and policies
- Objective 4 – Ensure tenants views are welcomed, respected and acted upon to drive continuous improvement

The subsequent pages outline our priorities under each of the objectives.

Objective 1 – Ensure two-way information and communication

Priorities

- 1.1 Publish clear and accessible information about our services, standards, and performance so tenants can hold us to account.
- 1.2 Make tenant and leaseholder engagement a core responsibility across all housing services, ensuring officers, contactors, and partners understand and uphold this commitment.
- 1.3 Publish regular performance reports and “tenant-friendly” summaries, co-designed with tenants.
- 1.4 Promote our service standards so tenants know what to expect and know how to challenge them.

| Key Milestones | What will this look like for tenants? |
|--|--|
| Ensure contractor contracts require a set % feedback from jobs completed (potentially minimum 10%) | Job completion surveys at point of completion or via email/text/QR code |
| Inclusion of Contractor performance alongside internal performance reports | Greater transparency on service quality. |
| Expansion of contact with Check It Change It Champions | Wider range of opportunities to influence service delivery |
| TEO attendance at wider community events | Attendance at local Polish events with other Council staff Mobile/outreach service via a dedicated community van Joint engagement with Contact Centre Outreach |
| Embed and promote our Housing Service standards | Clear processes to challenge service delivery, through a range of communication methods. |
| Publication of quarterly performance posters | Tenant-friendly summaries of our day-to-day delivery coproduced with tenants |
| Launch of our Tenant Portal | A one-stop tool for tenants to manage their tenancy |

Objective 2 – Provide accessible and varied ways to achieve meaningful engagement which adds value

Priorities

- 2.1 Promote inclusive and representative engagement opportunities that reflect the diverse needs of our communities, offering a range of digital, face-to-face, and community-based options to suit different needs and lifestyles.
- 2.2 Breakdown barriers to participation by providing support, training and development, and reasonable adjustments for tenants with specific needs.
- 2.3 Use modern communication channels and technology to make engagement easier, faster, and using innovative methods.

| Key Milestones | What will this look like for tenants? |
|--|--|
| Explore opportunities to increase communication by text/email | <p>More interactive QR codes to enable direct feedback</p> <p>Regular programme of review by tenants for standard letters</p> <p>Greater use of news alerts via email/text from our gov.notify service</p> |
| Sign up to Stonewall LGBTQ+ Housing Pledge | Tenants within the LGBTQ+ community feel the service is accessible for them with |
| Increased use of Council's social media platforms to communicate key messages | Potential for development of dedicated Tenants pages or Apps |
| Development of ILS representatives | Dedicated sessions within individual ILS Joint meetings/social occasions between ILS schemes |
| Develop direct consultation with tenants in s106 properties | Purchase of additional stock from developers is directly influenced by tenant experience |
| Further develop analysis of feedback from New Tenant Satisfaction Survey to shape void and allocations process | Opportunity to feedback on lettings process and influence experience for future new tenants |

Objective 3 – Empower tenants to influence and scrutinise landlord services, strategies, and policies

Priorities

- 3.1 Support tenant-led scrutiny to enable change and recommend service improvements.
- 3.2 Provide tenants with coaching, and training to build confidence and skills for effective scrutiny.
- 3.3 Ensure we provide tenants with the information and skills needed to fully participate in meetings and activities.
- 3.4 Co-production: Working *with* tenants to develop and deliver services, rather than just *for* them.

| Key Milestones | What will this look like for tenants? |
|---|---|
| Regularly consult with our involved Tenant Database and Check it Change It Champions – including usability/readability checks on core tenant communications | Improved quality of information from Housing service, directly influenced by tenant feedback |
| Ongoing monitoring system for Challenge and Change review recommendations | News updates on service changes following tenant recommendations |
| Ensure delivery of at least one Challenge and Change review per year | Opportunity to directly evaluate service delivery and make recommendations for change based on the evidence presented |
| Develop a core training programme for both new and existing involved tenants, building on learning from TPAS | Tenants have confidence to engage in both informal and formal activities |

Objective 4 – Ensure tenants views are welcomed, respected and acted upon to drive continuous improvement

Priorities

- 4.1 Gather feedback through multiple accessible channels (e.g. surveys, forums, complaints analysis)
- 4.2 Communicate how tenants' views have shaped and improved strategies, services and policies, and influenced decisions.
- 4.3 Analyse trends in complaints and satisfaction data to identify areas for improvement.
- 4.4 Ongoing review of existing communications to tenants across the entirety of the service.

| Key Milestones | What will this look like for tenants? |
|--|--|
| Increase analysis of complaints data/trends to enable larger scale changes in delivery, where required. | <p>Regular articles in Bolsover Homes newsletter on service improvements and reasons for compliments and complaint.</p> <p>Regular articles outlining what 'you said' and what 'we did'.</p> |
| Create regular programme of surveys to Check It Change It Champions. | Tenants will be able to review documents/policies and core communications with feedback captured through surveys. |
| Further develop tenant feedback following meetings/service reviews to ensure process of tenant engagement and tenant's experience is continually reviewed. | Tenants are regularly asked to share their experience of working with the Council to ensure opportunities remain meaningful and accessible, where tenants can add value. |
| Development of regular customer survey/feedback process for Lifeline (joint with health providers) | Lifeline customers are able to shape service delivery and improvements as part of delivering an accredited service. |

Knowing our tenants

Add tenant and stock profile info here

The Bolsover District is predominantly rural, with four market towns of Bolsover, Clowne, Shirebrook and South Normanton.

- We own 4901 homes (as at 31.12.25) plus a further XXX that are occupied by leaseholders.
- XX% of the housing stock is designated for older persons.
- We have XXX joint tenants and XXX sole tenants.
- Over XX% are female and XX% are male.
- More than XX% are over 60.

Replicate the house images with current figures

Flats

Houses

Bungalows

Sheltered

Add small para re Tenant Census with link

How will we keep tenants informed?

We keep tenants informed through a variety of ways, some of which are listed below.

Annual Report – provides an overview on how we are performing and information relating to tenant satisfaction on all aspects of the housing service. It also includes financial information and allows tenants to see how we are spending income from rents.

Bolsover Homes Newsletter – we will produce a minimum of two editions annually giving tenants the option to have the copies sent via post or by email. A copy will also be made available on our website.

Digital communication via Council website and Social Media – we will continue to post housing service information and general council information on our website and signpost tenants to it through social media. Follow our X, Facebook and Instagram accounts.

Housing Surgeries – An opportunity for you to drop in at your Contact Centre or local community venue, have a drink and a chat with housing officers. These run across all four areas and are held every eight weeks.

Individual letters – for important information affecting all tenants, such as the annual rent increase consultation or changes in tenancy agreements, we will send individual letters.

Joint Networking Events – These take place with neighbouring Districts and provide opportunities for you to meet with other tenants and officers and learn about housing services.

Tenant Portal (**In Development*) – Coming soon...The Portal will be a fantastic new digital way that tenants can access information about their tenancy account.

How can you be involved?

We wish to offer multiple engagement opportunities to encourage tenants to be involved in a way which suits their availability. The information below is a summary of the different ways you can be involved and an indication of the time commitment.

Consultation

Tenants involved at this level can choose between at-home involvement or in-person. For the in-person sessions you would need to be comfortable speaking in front of others in small group settings. Sometimes these meetings/events could be held in-person or online, as required, and could be daytime or early evening to enable attendance. Stakeholders at this level present a moderate to high interest in our services, however, a low to moderate influence.

Challenge Days – A one off event that will focus on a particular topic. Previous challenge days have included - appointments for repairs, empty properties, welfare adaptions, choice-based lettings, anti-social behaviour, environmental works. Time commitment two hours, once or twice a year.

Independent Living Scheme Forums – These forums are held at each scheme with a number of tenant representatives. It is an opportunity to allow independent living scheme tenants and housing services to work in partnership, to discuss services you receive and identify areas for improvement. Time commitment – one hourly meeting, four times a year.

Check It Change It Champions – Being part of this team, you could suggest and/or review articles for our Tenants Newsletter (Bolsover Homes). We may send leaflets and documents we want to review and ask that you check these are clear and ask for your suggestions on what to include. Time commitment as and when it suits you.

Tenant Database – This is our list of tenants who have registered to be involved. We will ask you to complete surveys or comment on a specific service area in which you are interested in, from the comfort of your own home. We can contact you by text, post, email or telephone. Time commitment as much or as little as you like.

Estate Walkabouts (*In Development) – Tenants are encouraged to attend estate inspections. It is an opportunity to meet officers and dates are published in advance in the tenant's newsletter (Bolsover Homes), on our website and Facebook. Time commitment as much or as little as you like.

Formal Involvement

Tenants involved at this level need to be comfortable speaking in front of others in small group settings. Sometimes these meetings/events could be held in-person or online, as required, and could be daytime or early evening to enable attendance. Stakeholders at this level have a high level of interest and a moderate to high level of influence, they are seen as partners rather than mere recipients of information and are given the opportunity to provide input and influence the outcome.

Repairs Action Network Team (RANT) - This group focuses on the housing repairs service. Supported by the Tenant Engagement Officer and Housing Repairs Managers, the group reviews performance of key areas such as day-to-day repairs, the re-letting of empty

properties, and planning for future works. Time commitment – two-hourly meetings, held four times a year. Tenants involved receive information in advance so they can prepare for the meeting.

Locality Groups – Represent your community on a wide range of issues. Time commitment – two hours, meeting twice a year.

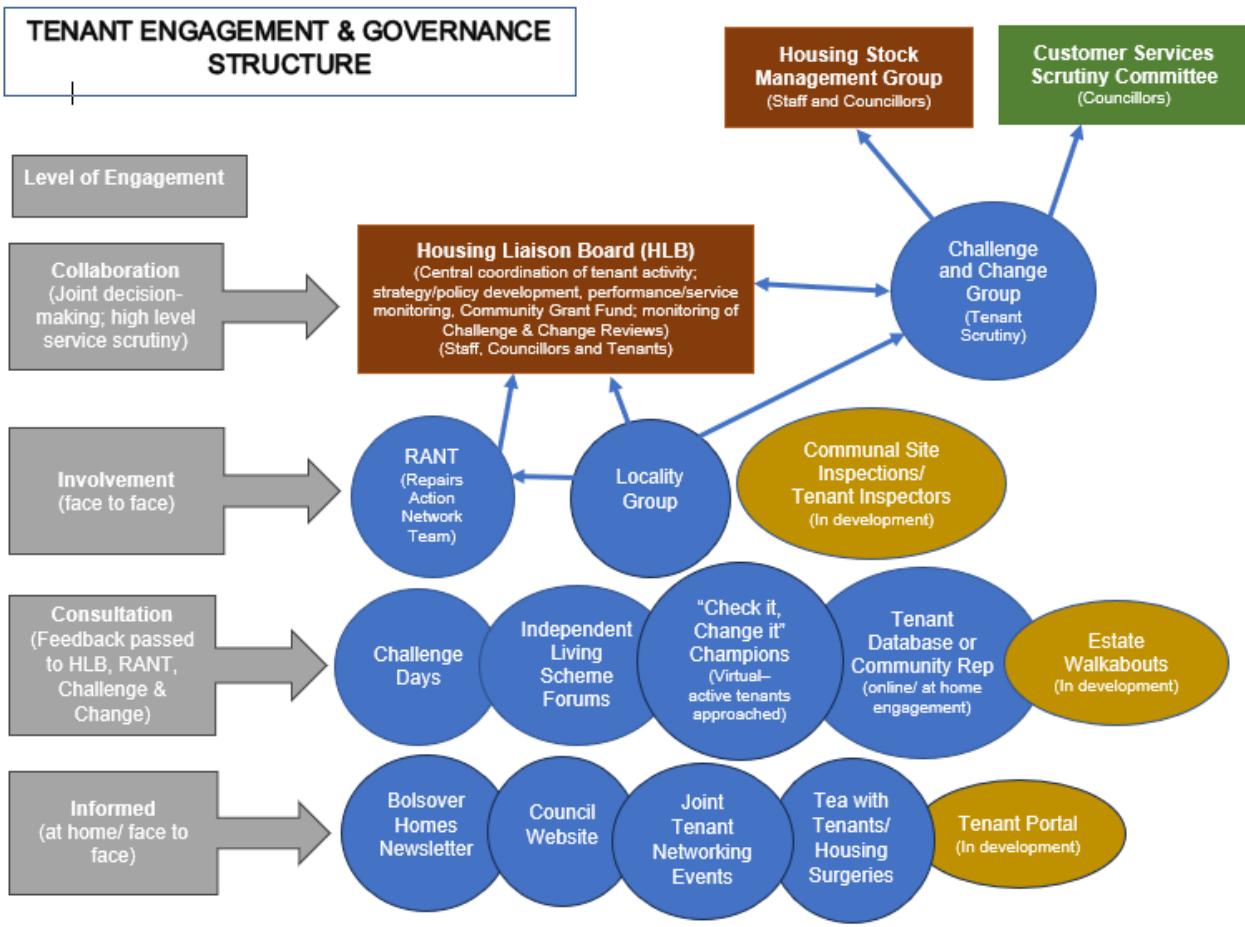
Tenant Inspectors (**In Development*) – We are planning to introduce new tenant inspectors who can report issues in their communities, monitor the standard of communal grounds maintenance, report untidy gardens and fly tipping. Time commitment – ongoing throughout the year

Collaboration

Tenants involved at this level need to be comfortable speaking in front of others in small group settings. You will be in situations where you can question officers/Councillors on service delivery and directly shape services. You will have sight of official documents and reports, so should feel comfortable reading larger documents. You will receive training and support on how to understand the information being provided. Stakeholders at this level have with high levels of interest, commitment and influence in services. They are active partners in decision-making, and their input is given equal weight alongside other factors.

Housing Liaison Board – This is our most formal option for tenant involvement. Tenants work alongside senior managers and Councillors to monitor service delivery, review performance and complaints data, ensure tenant engagement is in line with legislative requirements, and review proposed policy/strategy changes prior to formal Council approval. Tenants involved receive information in advance so they can prepare for the meeting. Time commitment – a two-hourly meeting, four times per year, plus meeting preparation/reading.

Challenge and Change – The aim is for tenants to carry out a range of in-depth investigations of our housing related services and use their findings to challenge and shape the housing service. Each review will be carried out by a small number of tenants who have signed up to this work area. Time commitment – two-hourly meeting every 6-8 weeks for the duration of the review. This opportunity for involvement requires the most time commitment and would require reading/reviewing information outside of the meetings occasionally.



Why get involved?

As a tenant or leaseholder, you have first-hand experience of our services. By getting involved and sharing your views on what you think works well, or where you think we can improve, we are able to improve our services for everyone.

Benefits

- Give your feedback and views on the services you receive
- Help us better understand the needs of tenants and leaseholders
- Be actively involved in shaping our services
- Make your area a better place to live
- Be involved at a level to suit you
- Add it to your CV – it shows skills and experience and volunteering commitment
- Meet new people, make new friends

Support available

- Receive support and relevant training
- Provide suitable/accessible venues to hold meetings, at a variety of different times and provide refreshments.
- Provide transport to attend training courses and sector conferences.

We recognise that tenant involvement requires commitment from tenants and that there are barriers which may prevent tenants from being involved including transport cost, family commitments and training. We wish to overcome these barriers to ensure we have participation from all parts of our communities.

We will reimburse all reasonable out of pocket expenses incurred by tenants when attending events and meetings relating to their involvement activities.

Sign up to join our Tenant Database:

https://selfservice.bolsover.gov.uk/service/Opportunities_To_Help_Shape_Our_Housing_Service

Add the TPAS A5 postcard (or similar) across the bottom of this page

Monitoring Arrangements and Action Plan

Monitoring the Tenant Engagement Strategy

The Action Plan supporting this Strategy will be monitored on a six-monthly basis by the Housing Liaison Board. Further additional summaries of progress will be included as part of the wider regular service updates to Executive.

Key indicators of success will include:

- The number of engaged tenants
- The number of engagements held across the different tiers
- The number of Challenge and Change recommendations successfully implemented.
- The number of TSMs meeting or exceeding the national average

Reviewing the Tenant Engagement Strategy

The Strategy will be reviewed every year as part of monitoring delivery of the Action Plan, with a full review and revision after three years.

This Strategy covers the lifespan of the current Corporate Plan and Housing Strategy and takes the Council beyond the expected local government reorganisation. As and when the Council is re-inspected by the Regulator of Social Housing the Strategy and Action Plan will require a mini review to take account of Regulator recommendations.

Equalities

We are committed to the creation of a fairer district for everyone.

We are committed to providing excellent services shaped by an understanding of the needs of different people and ensuring that how we deliver services promotes equality and challenges inequality. We will continue to work to understand our communities and to work effectively to reduce and eliminate all forms of discrimination, advance equality and foster good relations between all groups in society.

Equalities Statement

Bolsover District Council is committed to equalities as an employer and when delivering the services it provides to all sections of the community.

The Council believes that no person should be treated unfairly and is committed to eliminating all forms of discrimination, advancing equality and fostering good relations between all groups in society.

Access for All Statement

You can request this document or information in another format such as large print or **language** or contact us by:

- **Phone:** 01246 242424
- **Email:** enquiries@bolsover.gov.uk
- **BSL Video Call:** A three-way video call with us and a BSL interpreter. It is free to call Bolsover District Council with Sign Solutions, you just need WiFi or mobile data to make the video call or call into one of our Contact Centres.
- Call with [Relay UK](#) - a free phone service provided by BT for anyone who has difficulty hearing or speaking. It's a way to have a real-time conversation with us by text.
- **Visiting** one of our [offices](#) at Clowne, Bolsover, Shirebrook and South Normanton



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 9: Challenge and Change Group Update

| | |
|------------------------|---------------------------|
| Classification: | This report is Public |
| Report By: | Tenant Engagement Officer |

PURPOSE/SUMMARY OF REPORT

- To update the Board on the implementation of recommendations from the Review of Grounds Maintenance on Council Estates

Background

As part of the Tenant Engagement Strategy, one of the ways in which tenants can engage with the Council is via the Challenge and Change Group. This Group delivers the tenant scrutiny function of the tenant engagement and governance structure.

Update on Monitoring of Review of Grounds Maintenance on Council Estates completed in 2025.

At the previous Housing Liaison Board meeting on 29 July 2025 the Review of Grounds Maintenance on Council Estates report was presented.

The tenants made 12 recommendations detailed in the monitoring action plan (attached at appendix 1). This update provides current progress against each recommendation.

Following acceptance of the recommendations by officers and formal approval/acknowledgement by both Housing Liaison Board and Customer Services Scrutiny Committee, investigations have raised queries over the deliverability of some of the recommendations. In the detail of appendix 1 that it is suggested that recommendations 1.1, 1.2 and 3.3 are potentially non-deliverable. Recommendation 4.2 has not yet commenced. 1.1 and 1.2 directly relate to the Tree and Woodland Strategy 2025-2035 which was recently subject to public consultation. Members of the Board will need to consider whether to extend the delivery timescale of these two

recommendations pending formal approval of the strategy which would give Executive approval to the delivery of the two recommendations. The tenant recommendations relate to trees on HRA land. The Tree and Woodland Strategy proposals go beyond this and cover the entire District and proposes tree management across the whole District, including HRA land.

RECOMMENDATION(s)

1. That the Board note the progress on recommendations of the review of Grounds Maintenance on Council Estates.
2. That the Board agree what action to take in relation to recommendations 1.1 and 1.2.

| Links to Council Ambition: Customers, Economy, Environment and Housing Unsure of below | |
|---|--|
| Ambition: Customers | |
| Priorities: | <ul style="list-style-type: none"> ○ <i>Continuous improvement to service delivery through innovation, modernisation and listening to customers</i> ○ <i>Improving the customer experience and removing barriers to accessing information and services</i> |
| Ambition: Housing | |
| Priority: | <ul style="list-style-type: none"> ○ <i>Building more, good quality, affordable housing, and being a decent landlord</i> ○ |
| Target HOU04: | Work towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements. |

| DOCUMENT INFORMATION | |
|-----------------------------|--|
| Appendix No | Title |
| 1. | Recommendation Action Plan |
| 2. | Extract from Proposed Tree and Woodland Strategy 2025-2035 |

RESPONSE TO CHALLENGE AND CHANGE ON IMPLEMENTATION FOLLOWING SCRUTINY REVIEW

| | | | | | | |
|--|--|---|--------------------------------------|---|---|---|
| Title of Review: | Review of Grounds Maintenance on Council Estates | | | | | |
| Timescale of Review: | June 2024 - March 2025 | | Post-Monitoring Period: | | 12 months commencing 30.06.25. Interim report due Dec 25/Jan 26. | |
| Date agreed by Scrutiny: | 16.06.25 | | Date agreed by Housing Stock: | | 20.05.25 | |
| Total No. of Recommendations and Sub Recommendations | Achieved | 4 | On track | 4 | Extended | 0 |
| | Achieved (Behind target) | 0 | Not on track | | Suspended | 2 |
| | Withdrawn | 0 | Not Started | 2 | Failed | 0 |

Key Achievements:

- Streetscene are now more involved in new-builds at the planning and plant/tree selection stage, this needs to be maintained through close working relationships with key stakeholders.
- Ability to log photos of void gardens as part of inspection commenced July 2025.
- Letting survey revised and implemented from July 25 and now captures tenant feedback on garden condition when a property is relet.

Reasons for non-implementation of Recommendations:

- Recommendations 1.1 and 1.2 are currently suspended. While the service is unable to progress them as originally planned, the Council is currently developing a district-wide Tree Strategy that may enable delivery to take place in the future.
- In relation to 3.3 the service maintain that the existing approach/provision is the most cost-effective way of delivering the service. Consequently, this recommendation has 'not started' and members of the Board may wish to consider withdrawing the recommendation.
- Use of social media posts to highlight changes to grass cutting/grounds maintenance works has not yet commenced.

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|------|---|--|--|--|--|--|-----------|
| 94 | 1.1 Streetscene to create a database of trees on BDC Housing land and complete a tree survey. | Currently there is no database of trees. A database can be used to plan a survey of all trees in the district and draw up a maintenance schedule. This would change the approach of tree management from reactive to planned. Regular surveys will be required to keep the program up to date. | January 26 To commence obtaining spatial co-ordinates of 1500 known trees to commence plotting onto MyMaps. To provide costings for full tree survey. 23.06.25 Tenants thought timescale should be 3- 4 months September/ October 2025 so this can be budgeted for and commence from 01.04.26 but this is unachievable with the number of trees involved. | Richard Camps Grounds Maintenance and Street Cleansing Manager | Existing MyMaps GIS system could be updated to add Trees. This will require additional (qualified) staff resource. | This is a significant piece of work requiring an officer to work on the project almost full time. It requires someone who is specially trained in both GIS systems and conducting tree surveys to map the entire trees on, which we don't not currently have with the GM team. The need for additional resource means that we are unable to progress this recommendation at this time | Suspended |

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|------|---|--|--|--|--|--|------------------|
| 95 | 1.2 Consider contracting out tree maintenance or a hybrid approach. Costings required to inform decision | There is a backlog of tree work required, and nesting birds limit the time available each year to complete the work. Contracting out some or all tree work would reduce the backlog of work. This could be considered on a larger scheme rather than individual trees. Clearing the back log of tree maintenance would allow a planned achievable program to be implemented. | 6 months January 26 to obtain costing for outsourcing outstanding tree work to clear backlog. 23.06.26 tenants thought timescale should be 3- 4 months September/ October 2025 to get costings so this can be budgeted for and commence from 01.04.26 and start on backlog of tree work | Richard Camps Grounds Maintenance and Street Cleansing Manager | Will require additional financial resources for internal staff or additional financial resources to outsource some work to contractor(s) | The service will not be contracting day to day tree work out. Only individual, large specialist projects will be contracted where the HRA allows. Due to the significant costs associated with this which are beyond current resources we are unable to progress this recommendation at this time | Suspended |
| 2.1 | Streetscene to suggest planting schemes on new build council properties so that only self-maintaining, slow growing planting is provided. | Additional new build properties add to Streetscene workload with no additional resources given. Site visits revealed new planting schemes have substantial weed growth and overgrown shrubs. | Immediate | Planning/ Dragonfly (Development)/ Housing/ Streetscene | Existing staff resources | Streetscene are now more involved in new-builds at the planning and plant/tree selection stage, this needs to be maintained | Achieved |

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|------|--|---|-------------------------|---|---|--|----------|
| 96 | | Current resources do not allow for weeding/pruning. Streetscene need to be able to maintain all new planting, so this needs to be self-maintaining/slow growing to reduce workload and will improve visual appearance on estates. | | | | through close working relationships with key stakeholders. | |
| 2.2 | Prior to handover of new build properties Streetscene to agree areas for grass/hedges that are to be maintained. Streetscene are to ensure this is added to Mymaps and work schedules. | The group have established that certain new build sites have had lack of service due to lack of planning /agreeing areas that need maintaining. Attending the site visits with plans from Mymaps it has been proven that grounds maintenance required at certain new build sites has not been recorded or added to the schedule. This resulted in areas not being maintained. | Immediate | Dragonfly (Development)/ Housing/ Streetscene | To use existing staff resources. An internal process is now in place for future schemes | Streetscene are now more involved in new-builds at the planning and plant/tree selection stage, this needs to be maintained through close working relationships with key stakeholders. | Achieved |
| 2.3 | Repair Co-Ordinators to take photographs of garden at void | This would enable Streetscene Co-Ordinators plan work required, to ensure the | 2 months August 2025 | Dan Barley Repairs and Voids Manager | Use existing system (Total Mobile and existing | June 25 Innovation Officer has started work on | Achieved |

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|-----------|--|--|--|--|---|--|-------------|
| | inspection and send to Streetscene Co-Ordinators. | team that attend have the correct equipment and sufficient staff. | | Dragonfly (Management) | staff resources | internal processes soon to be tested with Streetscene prior to implementing. Implemented in July 2025. | |
| 3.1 97 | Implement 10% quality checks are completed by Streetscene Area Co-ordinator within 1 week of work being completed. | The only quality checks are currently carried by the Team Leader who is not impartial. The timescale is necessary to assess grass cutting standard before regrowth | 9-12 months March 26-June 2026 | Richard Camps Grounds Maintenance and Street Cleansing Manager | | Quality Checks are being undertaken by Team Leaders and Co-Ordinators | On track |
| 3.2 | Spot checks by Tenancy Management Officer, Housing Assistant (Tenancy) without the team knowing when and where checks are to take place. | This would allow for an impartial check on the standard of work by the Housing Department. This would allow monitoring of the service and whether the service is delivered to a satisfactory standard. | Immediate | Housing Management- all staff Tenant Engagement Officer | Existing staff resources. Need to set up an internal process to report and record any issues | Spot checks to be started once grass cutting season commences in March 2026. | On track |
| 3.3 | Set up a dedicated team within Streetscene to work solely on void properties/ Assisted Gardening. | There are currently delays in maintaining void gardens due to other commitments, for example to cut graveyards. This results in overgrown, untidy gardens at void properties which can | 6 months January 26 To obtain costings of an additional team | Richard Camps Grounds Maintenance and Street Cleansing Manager | Existing staff to monitor if poor garden condition is cause of delays to let voids/ assess the quality of | Costs to recruit a specific voids team would far outweigh the requirement to use them. As it stands now, the team who service void | Not Started |

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|-----------|---|--|---|---|-------------------------------------|--|-------------|
| | | have a detrimental effect on the neighbourhood. A dedicated team would ensure void properties are given the required level of priority alongside wider service requirements. | | | service/ cost extra staff resources | properties are dual purpose, enabling them to be used full time, a separate team for voids would not be cost effective. impact is reduced. | |
| 4.1 86 | Streetscene to analyse complaints data. | At the meeting on 24.03.25 it was confirmed there is no analysis undertaken of complaints on the grounds maintenance service. Analysing complaints will establish trends which can lead to customer influenced improvements. | To commence within 1 month July 2025 | Customer Standards and Complaints Officer with Grounds Maintenance and Street Cleansing Manager | Existing staff | Trend analysis is being undertaken on all complaints. Additionally, these are discussed at Service Review meetings held 6 monthly. | On track |
| 4.2 | Streetscene to publish via social media, contact centre/town centre boards & use email/text service to notify tenants on Assisted Gardening that they will be visiting within a date range. | On attending an Assisted Gardening, if there is dog faeces in the lawn, they will not cut the grass. On occasion Assisted Gardening tenants are not in when the team attend. These missed visits and dog faeces issues result in gardens being overgrown, impacting on the appearance of the local | 1- 3 months July - September 2025 to introduce using social media, contact centre boards to provide general information on seasonal | Richard Camps, Grounds Maintenance and Street Cleansing Manager and Communications , Marketing and Design Manager | | Unable to notify specific properties in advance, due to changing work demands. However, we can provide social media updates on wider issues affecting the team. For example, tree | Not Started |

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|-----------|--|--|---|---|---------------------------------|---|----------|
| | | area. Prior notification may result in less missed visits due to no access and provide the tenant an opportunity to clear up dog faeces. | changes to workload | | | work commencing or delays in grass cutting due to adverse weather. | |
| 4.3 66 | Housing Assistants (Tenancy) to obtain feedback from new tenants at New Tenancy visits on standard of communal gardening/Assisted Gardening. | Officers are in contact with new tenants up to 4 times a year. Officers can use this opportunity to capture tenant feedback on standard of garden when property let and ongoing communal maintenance. | 2 months August 2025 | Housing Assistants (Tenancy) and Tenant Engagement Officer | Existing staff | June 25 Letting survey is being revised to include questions to capture this information. Letting survey revised and implemented from July 25 and now captures tenant feedback on garden condition when a property is relet. | Achieved |
| 4.4 | Streetscene to consider publishing when they are working in an area via of Bolsover District Council website, Contact Centre/town centre boards, text service/emails/social media posts. | There is limited information available for tenants to know what service is provided by Streetscene and how often. This can lead to additional complaints. For example, grass cuttings not collected, when are they attending? This could | 3 months September 2025 to introduce using social media, contact centre boards etc to provide general updates start/end of | Richard Camps, Grounds Maintenance and Street Cleansing Manager and Scott Chambers Communications, Marketing and Design Manager | Existing staff and social media | The service will be working with the Communications Team to start publishing generic updates via communications such as 'beginning of mowing season, | On track |

| Code | Recommendation | Reason For Recommendation | Timescale | Responsible Officer/Team | Resources | Progress | Status |
|-------------|-----------------------|---|---|---------------------------------|------------------|----------------------|---------------|
| | | result in greater customer satisfaction, reduced calls to contact centres, less complaints. | mowing season, works suspended due to bad weather etc | | | adverse weather etc' | |

5.

Targets, Priorities and Actions

101

5.1

Taking Care of Existing Trees and Woodlands

This section deals with the practical management of the trees and woodland resource. For much of the urban forest, this can mean seeking to engage and influence other land owners.

5.1 Targets, Priorities & Actions: Tree and Woodland Structure

T1. Establish Comprehensive Tree & Woodlands Inventory

A tree and woodland inventory is a vital tool for understanding the full extent of tree assets across the district. It provides a baseline overview of the structure of the urban and rural treescape - including the number of trees, species diversity, and age distribution - which is essential for informed planning, management, and future monitoring.

To be effective, inventory methodology must reflect the nature of the assets being assessed. Individual trees, such as those covered by risk management protocols or Tree Preservation Orders, can often be recorded in detail. In contrast, woodland areas or large tree groups are more efficiently assessed using sampling techniques, which provide reliable data for larger populations at a lower cost. Sample inventories are particularly useful when working across mixed ownerships, where access may be limited. In such cases, a combination of remote sensing and targeted site visits can effectively gather the required information without extensive on-the-ground surveys.

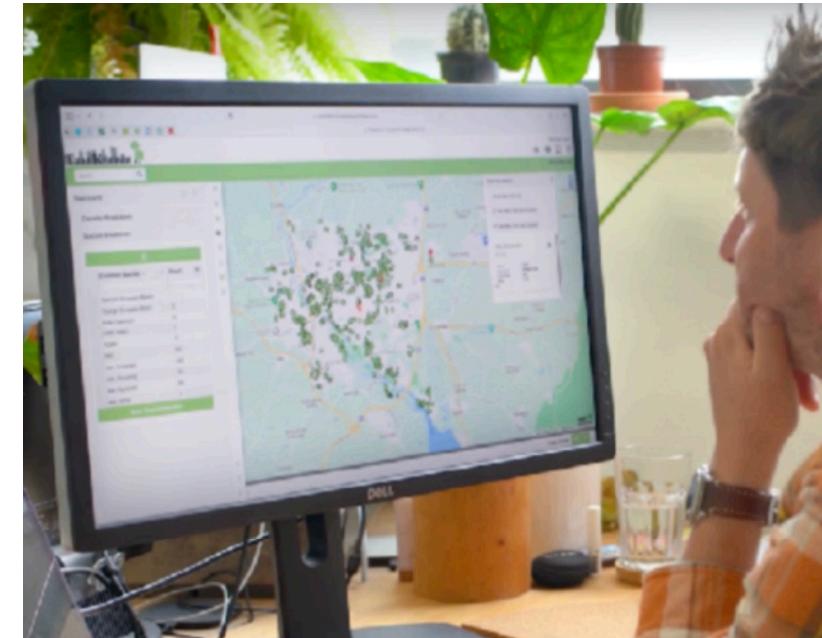


Figure 6. Treekeeper tree inventory management system developed by Davey Resource Group.

| Link to corporate policies | Actions | Links |
|--|--|-------|
| Green Infrastructure Study for Bolsover Green Space Quantity and Accessibility Report | <ol style="list-style-type: none">1. Set up a digital inventory system for tree and woodland survey data by March 2026.2. Add all BDC-owned and community reported tree and woodland assets by March 2026.3. Launch a phased tree and woodland data collection programme, starting with BDC-owned land.4. Seek to achieve a systematic and comprehensive tree and woodlands inventory in a district-wide GIS system by December 2029. | |

| Priority | Key Performance Indicators showing current position (■) | | | |
|----------|---|---|---|--|
| | Low | Moderate | Good | Optimal |
| High | No inventory. | Complete or sample-based inventory of publicly owned trees. | Complete inventory of publicly owned trees and sample-based privately owned trees that is guiding management decisions. | Systematic, comprehensive inventory of the entire treescape, supported by mapping in a district-wide GIS system. |

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T2. Ensure Operational Plans Exist for Key Woodland Assets

Woodland assets require clear and proactive management to support their long-term ecological value and public benefit. At present, some woodlands may lack formal oversight, relying instead on reactive maintenance such as hazard reduction or trail upkeep. Moving toward consistent, strategic management across all sites is essential to safeguard these valuable resources.

Operational or management plans provide a framework to guide day-to-day decision-making and long-term objectives. At a basic level, they ensure public access is safe and infrastructure is maintained. However, at their most effective, these plans go further—embedding biodiversity goals, climate adaptation measures, and community engagement while balancing ecological health with recreational use.

Each key woodland should ideally have a tailored management plan that reflects its unique character, pressures, and potential. Plans should address issues such as invasive species control, habitat restoration, woodland structure, species diversity, and visitor impact.



Figure 7.

| Link to corporate policies | Actions | Links |
|--|---|-------|
| Green Infrastructure Study for Bolsover Bolsover Green Space Strategy | <ol style="list-style-type: none">1. Collate all existing management plans and establish whether currently operational by June 2026.2. Develop management plans for all remaining key woodland assets by June 2027.3. Build resource within the Council to enable implementation of these management plans by December 2029.4. Seek external funding to optimise the impact of implementing these management plans to sustain and enhance ecological integrity in addition to facilitating appropriate public use. | |

| Priority | Key Performance Indicators showing current position (■) | | | |
|----------|--|--|--|---|
| | Low | Moderate | Good | Optimal |
| High | No management plans in place. Implementation is not in effect. | Management plans in place for some key woodland assets. Implementation is only reactive management efforts to facilitate public use (e.g., hazard abatement, trail maintenance). | Management plans are in place for all key woodland assets. Implementation of plans is becoming established to begin to enhance ecological integrity and facilitate appropriate public use. | Management plans are in place for all key woodland assets. These plans are implemented in full to sustain and enhance ecological integrity while supporting appropriate public use. |

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T3. Promotion of Tree Benefits

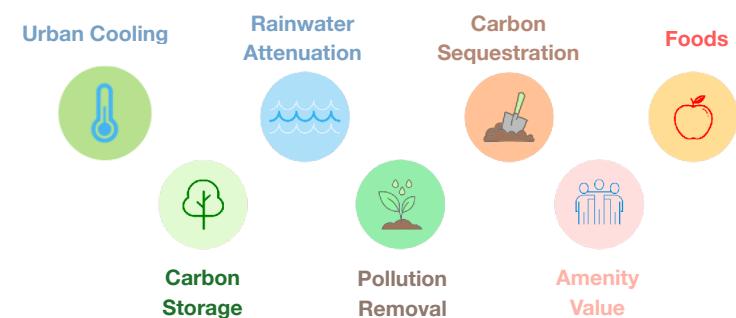
Trees and woodlands provide vital benefits that, although sometimes difficult to quantify, are increasingly recognised for their role in climate resilience, biodiversity and human well-being. Promoting these contributions is crucial for their protection and integration into local strategies.

One of the key roles of trees and woodlands is their contribution to climate change mitigation and adaptation. Trees and woodlands moderate extremes of heat, filter air pollution, and provide shade, making spaces more liveable and enjoyable during hotter summers. Yet, despite their numerous benefits, trees are often overlooked and undervalued.

Recognising and valuing the services that trees provide enables more informed decisions around planting and management - benefiting both current and future generations. It also supports better communication of the importance of trees to the public, planners, and developers, helping to promote the protection of existing trees as well as encouraging new planting. Tools such as i-Tree Eco can be used to quantify the benefits of trees—also known as Ecosystem Services (ESS)—while providing valuable insights into the structure and composition of the urban forest.

About i-Tree:

i-Tree Eco is an application designed to use field data from individual trees, complete inventories, or randomly allocated plots across the sample area to analyse the forest structure and ecosystem services provided.



| Link to corporate policies | Actions | Links |
|---|--|-------|
| Bolsover Green Space Strategy Nature Recovery Plan | <ol style="list-style-type: none">Publicly promote the benefits of the District's trees using canopy cover data from the baseline assessment (Chapter 4), and share this via the BDC website.Secure internal or external funding to carry out a sample-based survey of public and private trees across the District.Use survey data to assess ecosystem services and identify high-performing tree species and publish on BDC website alongside Canopy Cover data. | |

| Priority | Key Performance Indicators showing current position (■) | | | |
|----------|---|---|--|---|
| | Low | Moderate | Good | Optimal |
| Medium | No comprehensive information available about tree benefits. | Some information available on key tree benefits assessed through canopy cover assessment. | Sound information available on tree benefits across the district assessed through a sample-based inventory survey. | Comprehensive information on tree benefits across the district, assessed via a sample-based survey and supported by detailed individual tree records. |

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T4. Tree Protection Policy Development, Monitoring & Enforcement

Urban trees are sometimes seen as a nuisance or a financial burden - dropping leaves on lawns, blocking drains, or causing damage to foundations and underground pipes with their roots. When poorly managed, they may also be perceived as a safety risk. As a result, some individuals may seek to remove trees from public spaces or private land. However, healthy trees should be retained and protected wherever possible.

Some private trees are protected by conservation areas and Tree Preservation Orders (TPO's). Trees may also be protected as part of planning conditions associated with planning approval. One tool used to assess whether a tree should be protected is TEMPO (Tree Evaluation Method for Preservation Orders). Tree Preservation Orders (TPOs) and Conservation Areas (CAs) are two key mechanisms through which the council fulfils its duty to protect trees and hedges. In addition, trees and hedgerows may also be protected through conditions attached to planning permissions.

Bolsover's TPO review area map and conservation areas are currently available on the council website. To improve public awareness and engagement, building upon this map, adding more detail is a key action.

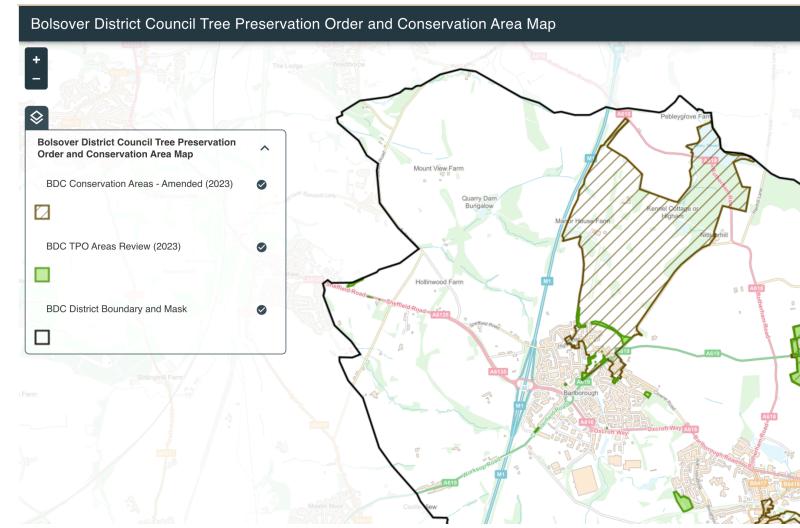


Figure 8. Bolsover District Council TPO and Conservation Area Map

| Link to corporate policies | Actions | Links |
|---|---|-------|
| Bolsover Green Space Strategy Green Infrastructure Study for Bolsover Green Space Quantity and Accessibility Report | <ol style="list-style-type: none">1. Implement a monitoring and review programme of contraventions of TPO's to ensure enforcement is pursued by BDC by June 2026.2. Protect where appropriate existing trees & consented landscape schemes to ensure appropriate tree retention and long-term management by June 2026. This could take place as part of pre-application planning enquiries.3. Provide tailored training for BDC's enforcement team on trees, hedges & woodlands by June 2026. | |

| Priority | Key Performance Indicators showing current position (■) | | | |
|----------|---|---|---|--|
| | Low | Moderate | Good | Optimal |
| High | No tree protection policies or TPOs, with no monitoring or enforcement. | Policies and TPOs in place to protect public trees and employ industry best management practices, but inconsistently monitored or enforced. | Policies and TPOs in place to protect public and private trees, generally monitored and enforced. | Integrated district-wide policies and TPOs to protect public and private trees, consistently enforced and backed by strong deterrents. |

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

T5. Secure Resources to Support Existing Tree & Woodland Assets

Securing consistent annual funding is essential - not only to maintain and grow local investment, but also to diversify the overall funding base for tree and woodland initiatives. There are three broad funding routes to consider:

1. External government funding, directed at different stakeholders, including:

- England Woodland Management Planning Grant & Woodland Tree Health Grant offer support for surveying, planning, & maintaining existing woodlands.

2. Funding from major NGOs and charitable sources, such as:

 Syla Foundation, Forestry Commission, and Woodland Trust offer funding to enhance ancient or long-established woodland sites.

3. Levies and planning obligations, secured through the development process:

- Section 106 and biodiversity net gain contributions can be used to improve existing woodland, particularly where it forms part of local ecological networks or green infrastructure plans.



SYLVA
FOUNDATION



| Link to corporate policies | Actions | Links |
|--|---|-------|
| Climate Change Strategy Green Infrastructure Study for Bolsover | <ol style="list-style-type: none">1. Scope and implement Section 106 funding for impact mitigation by June 2026.2. Carry out Tree Planting Opportunity Mapping to assist in funding bids by June 2026.3. Create a dedicated officer role/responsibility for bid/funding applications by June 2026.4. Secure sufficient staff funding to enable proactive management of existing tree and woodland assets by June 2027. | |

| Priority | Key Performance Indicators showing current position | | | |
|----------|--|--|--|---|
| | Low | Moderate | Good | Optimal |
| High | Little or no dedicated funding to deliver emergency, reactive or proactive management. | Funding only for emergency, reactive management, not delivering proactive management based on this Tree & Woodland Strategy. | Funding from public and private sources sufficient for some proactive management based on this Tree & Woodland Strategy. | Sustained funding from public and private sources to fully implement this Tree & Woodland Strategy. |

5.1 Targets, Priorities & Actions: Existing Tree and Woodlands

Taking Care of Existing Tree & Woodlands Summary

| Target | Current Performance Level | | | | Priority | |
|--------------------|--|----------|----------|---------|----------|--------|
| | Low | Moderate | Good | Optimal | | |
| T1 → O T2 | Establish Comprehensive Tree & Woodlands Inventory | Low | Moderate | Good | Optimal | High |
| T2 | Ensure Operational Plans Exist for Key Woodland Assets | Low | Moderate | Good | Optimal | High |
| T3 | Promotion of Tree Benefits | Medium | Moderate | Good | Optimal | Medium |
| T4 | Tree Protection Policy Development, Monitoring and Enforcement | Medium | Moderate | Good | Optimal | High |
| T5 | Secure Resources to Support Existing Tree & Woodland Assets | Medium | Moderate | Good | Optimal | High |



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 10: Social Housing Innovation Fund Bid

| | |
|------------------------|-----------------------------|
| Classification: | This report is Public |
| Report By: | Housing Performance Manager |

PURPOSE/SUMMARY OF REPORT

To inform the Board of Bolsover District Council's bid for the Social Housing Innovation Fund available from the Ministry of Housing, Communities & Local Government. The bid has been completed with tenants for additional resources to provide a mobile tenant engagement van called "The Engagement Express" to offer meaningful engagement opportunities for tenants.

Background

Bolsover District Council serves a dispersed district where geography and limited public transport constrain day-to-day contact with tenants. Over recent years, traditional methods such as office-based appointments, daytime meetings, and digital-only consultations have not reliably reached older residents, working households, young people, or those facing digital exclusion and language barriers. The Engagement Express has been conceived as a practical, visible and human way to reverse that trend: a mobile, fully branded participation van that meets people where they are, normalising conversation, scrutiny and co-production as part of everyday life.

This proposal is aligned with the government's Social Housing Innovation Fund (SHIF), administered by the Ministry of Housing, Communities and Local Government. SHIF provides competitive grants to test new or significantly improved approaches that strengthen tenant engagement and ensure residents can influence decisions about their homes. The 2025–26 prospectus explains that up to £2 million is available nationally, with indicative awards of £60,000–£120,000 per project, and it sets clear expectations that projects are co-produced with tenants and capable of being replicated more widely across the sector. The emphasis is on 'test and learn', generating insight that can be shared as best practice across England, and

particularly amplifying voices that are currently underrepresented in engagement and scrutiny activities.

Within that national framework, The Engagement Express offers a practical local route to change. The van will operate as a roaming engagement hub, bringing face-to-face services to estates, village centres and community events across the district. On board, staff and tenant volunteers will host conversations, gather feedback and help residents use tablets and Wi-Fi to complete consultations, submit repair requests and access online services without the need to travel to an office. Partners such as advice agencies and health and well-being teams will join sessions where appropriate, turning each stop into a single front door for support that is timely, trusted and close to home.

Social Housing Innovation Fund

The project has been co-produced from the outset. Initial questionnaires issued to our tenant participation database surfaced the mobility and confidence barriers that many residents experience. Those findings were explored in two in-person workshops in which presentations of their survey results were discussed, and ultimately tenants prioritised a mobile model over static meetings. Follow-up surveys were used to shape details on how the van should look and feel, the types of sessions it should host, the routes and times most likely to work for working families, older people and younger tenants. Materials were shared with those unable to attend, and feedback was captured through minutes, sign-in sheets and written responses. This ongoing loop gives tenants a line of sight from their idea to implementation.

A steering group of 10 to 15 tenant representatives will now oversee the transition into delivery. Their remit is deliberately broad: reviewing procurement options, advising on internal layout and accessibility, testing the digital journey for repairs reporting and surveys, helping to script the welcome and privacy messages, and acting as ambassadors on the road. Volunteers will support officers during sessions greeting neighbours, signposting what is available, and guiding residents through consultations. The steering group will also review engagement data, satisfaction results and case studies each quarter, recommending route changes, pop-up themes and partner involvement in response to what tenants say and do.

The Engagement Express changes the tone of contact as much as it changes the place of contact. In a familiar spot on the estate or in a rural village car park, informal conversations open that would not happen in a council office. Residents can tell their story, raise a concern, test a policy idea, or participate in a scrutiny activity on the spot. Officers can listen, demonstrate a digital process shoulder-to-shoulder, and act quickly on simple issues. Over time, this builds trust and visibility while normalising engagement as routine rather than exceptional.

Investment has been carefully profiled to deliver value for money within the SHIF parameters. The requested £117,706.72 covers procurement and retrofit of a durable vehicle with inclusive, accessible fittings; tablets, connectivity and survey tools to capture high-quality data in real time; a part-time engagement officer and essential training; and the operational, marketing and independent evaluation costs required to test, learn and share. The van is a long-lived asset that can be maintained by the in-house fleet team, and the digital tools reduce paper costs while improving the speed and quality of feedback.

Key Milestones and Timescales

- Tenant questionnaire distributed: November 2025
- Initial co-production sessions and idea gathering: November 2025
- Follow-up survey and engagement meeting: December 2025
- Final bid submission: January 2026
- Van procurement and branding: Feb–May 2026
- Staff training and equipment installation: May–June 2026
- Launch of mobile engagement programme: June–July 2026
- Community roadshow and targeted outreach: July–August 2026
- Mid-point review and tenant feedback: October 2026
- Additional engagement activities and refinement: September–December 2026
- Final evaluation and reporting: March 2027

Delivery will be paced and purposeful. A short mobilisation window covers procurement, branding and staff training, with launch targeted for summer. A roadshow of outreach stops will then rotate between estates and rural localities, complemented by targeted evening sessions to reach working households and school-holiday activities to engage younger tenants and families. Partners will be invited in line with local need benefits, as one village may need debt advice, digital inclusion training in another, and wellbeing checks where local data shows isolation. Each interaction is recorded in attendance logs and digital analytics to provide robust evidence for quarterly reviews and the final evaluation.

Success measures blend numbers with narrative. Quantitatively, the programme aims to reach 250–500 tenants in year one, deliver at least two sessions per month, and ensure that at least thirty percent of participants are from rural areas, older age groups or digitally excluded households. It will facilitate at least 200 online survey completions and 100 repair reports using on-board tools. Qualitatively, short post-session reflections, periodic interviews and tenant-authored case studies will track perceptions of accessibility, relevance and influence. The steering group will

use these findings to refine the schedule, the mix of activities and the balance between drop-ins and structured co-production.

Risks are recognised and actively managed. If engagement at a particular stop is lower than expected, routes and times will flex and the van will piggy-back on local events to boost visibility. Procurement dependencies are mitigated by securing multiple quotes and building contingency into the plan. Connectivity gaps in rural blackspots are addressed with high-performance hotspots and offline-capable survey tools. Health and safety obligations are met through risk assessments, safeguarding and staff training. A modest contingency supports responsive adjustments without compromising governance.

What makes this approach innovative is not just the van itself, but the way it reframes relationships and learning. Each stop becomes a micro-laboratory where new engagement techniques can be trialled, where residents help design and scrutinise services in ways that work for them, and where data flows quickly back into decision-making. The format is intentionally replicable, and routes, scripts, layouts, survey flows and partnership models will be documented and shared contributing to the SHIF ambition to spread effective practice across the sector. For Bolsover's tenants, it means decisions are shaped closer to home, voices carry further, and participation feels straightforward, respectful and worthwhile creating meaningful engagement.

MHCLG are expected to let applicants know if they are successful by the end of February 2026.

RECOMMENDATION(S)

1. There are no formal recommendations of action on the report. Should the bid be successful there may be future reports that require decisions from the Board.

Links to Council Ambition: Customers, Economy, Environment and Housing Unsure of below

Ambition: Customers

Priorities:

- *Continuous improvement to service delivery through innovation, modernisation and listening to customers*
- *Improving the customer experience and removing barriers to accessing information and services*

Ambition: Housing

Priority:

- *Building more, good quality, affordable housing, and being a decent landlord*

**Links to Council Ambition: Customers, Economy, Environment and Housing
Unsure of below**

Target HOU04: Work towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements.

DOCUMENT INFORMATION

| Appendix No | Title |
|-------------|-------|
| | |
| | |



OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27 January 2026

Agenda Item 11: Communications

| | |
|------------------------|---------------------------|
| Classification: | This report is Public |
| Report By: | Tenant Engagement Officer |

PURPOSE/SUMMARY OF REPORT

- To inform the Board of the introduction of an easy read tenancy agreement.
- To seek suggestions from the Board on information to issue to tenants with the rent increase letter.

Easy Read Tenancy Agreement

Background

The Regulator for Social Housing Consumer Standards were updated with effect from 1st April 2024, and were designed to protect tenants and to ensure they receive high quality services.

The Transparency, Influence and Accountability Standard states:

Tenure:

80. As part of setting out their approach to tenancy management, registered providers should help tenants understand both their own responsibilities and those of their landlord in relation to their tenancy.

82. As part of meeting 2.3.1g, registered providers should be able to demonstrate how they have taken into account the needs of vulnerable households in their approach to tenancy management.

We are to introduce an easy read tenancy agreement. This will be a shorter, simplified version of the tenancy agreement with photographs. This will assist tenants with additional needs, literacy issues and non-readers to understand the terms of their tenancy agreement. A Polish translated version will also be available.

We have consulted a number of tenants individually on the easy read tenancy agreement to obtain their feedback on the design, content and pictures.

The tenants gave feedback as follows:

- All agreed the easy read tenancy agreement was understandable.
- Certain photographs did not clearly illustrate the specific clause in the tenancy agreement.
- Some tenants commented that they already know the terms of their tenancy which assisted them interpret the photographs

Tenants have made suggestions on a number of photographs that require changing. Once these changes have been made, by our Communications Team, the Tenant Engagement Officer will carry out a further consultation with tenants, including attending new tenant sign up appointments in February 26.

Rent Increase Letter Housing/Tenancy Updates 2026

Rent increase letters will be issued to all tenants at the end of February 2026. This provides an opportunity to send additional Tenancy information to all tenants. An example of information provided in 2024 is attached on appendix 2.

Officer suggestions to include in 2026 are:

- Dragonfly update
- “All about you” form
- Damp and Mould
- Stock Condition Survey Update

We are seeking suggestions from the Board on what housing/tenancy updates they want to include with the rent increase letters.

RECOMMENDATION(S)

1. That members of the Board note the contents of the report on the introduction of an Easy Read Tenancy Agreement.
2. That members review and make suggestions for Housing/Tenancy updates to be included with the rent increase letter 2026.

| Links to Council Ambition: Customers, Economy, Environment and Housing |
|--|
| <p>Ambition: Customers</p> <p>Priorities:</p> <ul style="list-style-type: none"> ○ <i>Continuous improvement to service delivery through innovation, modernisation and listening to customers</i> ○ <i>Improving the customer experience and removing barriers to accessing information and services</i> <p>Ambition: Housing</p> <p>Priority:</p> <ul style="list-style-type: none"> ○ <i>Building more, good quality, affordable housing, and being a decent landlord</i> |

OFFICIAL

Links to Council Ambition: Customers, Economy, Environment and Housing

Target HOU04: Working towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements.

DOCUMENT INFORMATION

| Appendix No | Title |
|--------------------|---|
| 1. | Easy Read Tenancy Agreement |
| 2. | Example of Housing Tenancy Updates 2024 |

EASY READ GUIDE TENANCY AGREEMENT

This is a guide to help you understand your tenancy agreement.
It does not replace the full tenancy agreement.

Your tenancy agreement



Bolsover District Council is your landlord.

You are the tenant.

You must:



Keep to all other rules in the agreement and make sure your visitors do. The Council as a landlord also has rules it has to follow.



Ask any questions about information you don't understand before you sign your tenancy agreement, as it is a legal contract.



Pay the rent each and every week. This is the money that you pay to live in your home. If you don't have a lot of money you may be able to claim Housing Benefit or Universal Credit which helps pay for your rent.

You will also have to:



Pay bills for gas, electric, council tax and other things you have.



Live at the address as your only home.



Keep your home clean and tidy.



Tell the council if something needs repairing. Always ask the people coming to show you their ID and let them in to fix things.



Keep your garden tidy, including keeping grass and hedges cut.



Only keep 1 cat and/or 1 dog, and pick up any dog poo.



Park legally and respectfully, or on your drive if you have one.

If you share an area such as hallway, stairs or garden with neighbours:



You must not store your own things (including a mobility scooter) or keep rubbish in this area.



You must ask for permission if you want to have a shed or greenhouse, to cut down a tree in your garden or change the fencing or hedging.



You must ask for permission to have a lodger move in, run a business from home, or have more than 1 dog, 1 cat or to keep another pet.

You must NOT:



Damage your home.



Cause a problem for other people, be too noisy or let your pets be too noisy.



Have bonfires.



Break the law, have anyone else visit and break the law, take or sell drugs at your home.

If you do not follow the rules you could be asked to leave your home. It is important to talk us if you are having problems with your home or tenancy.

What Bolsover District Council must do



Keep your home in good repair and fix things that are broken. This includes the heating, plumbing and electrics.



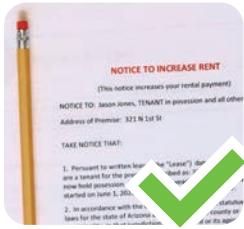
Carry out gas and electrical safety checks. You must let us enter your home do to these checks to keep you and other people safe.



Tell you how you can make a complaint if you are unhappy about something.



Follow all rules. This includes policies, procedures and laws.



Tell you in writing if your rent increases.



We will not go into your home without you asking, except in an emergency.

Moving Out

If you want to move out you must:



Give 4 weeks written notice. Your tenancy will end on a Sunday after the 4 weeks notice. You can complete a form to do this.



Remove all your things, inside and outside. Clean your property and remove any rubbish.



Give us all your keys back.

If you need to speak to us call 01246 242424



Appendix 2

Bolsover District Council

Housing Tenancy Updates 2024

Would you like to receive correspondence from us electronically?

We continually look at how we can keep improving the information we send you and one way is to give you the option of receiving generic housing correspondence via email rather than receiving a hard copy.

If you wish to receive to specify email as a preferred method of contact please scan the QR code below or visit selfservice.bolsover.gov.uk/service/Council_Tenant_Contact_Information



Tenant Participation – we need you!

Would you like to be involved in shaping the future delivery of the housing service? We are inviting tenants to a number of workshops to work alongside officers

- Wednesday 17th April – Bolsover Assembly Rooms – 1:30 – 4pm
- Thursday 18th – Clowne Community Centre 10.30 – 1:30pm
- Wednesday 24th Shirebrook Miners Welfare – 10:30 – 1:30pm
- Thursday 25th The Post Mill Centre – South Normanton 10am – 1pm

Places are limited so to register your interest please call 01246 242424 or email tenantparticipation@bolsover.gov.uk specifying which location you are interested in attending.

Access – Gas Services, repairs and stock condition survey

As a landlord we have a legal duty to carry out an annual gas servicing at your property. We are committed to your safety and take our responsibility on gas safety very seriously. We require you as a tenant to allow us access to carry out these checks. Your tenancy agreement specifies you will allow access upon written notice, and we will always try and work around your availability. However, a failure to allow access may mean we take action to force access, by way of a court injunction.

Over the next 12 months we will be undertaking a comprehensive stock condition survey. This is an inspection of the inside and outside of your home. These help us to assess the age and condition of each building element, so we can plan possible future improvements. Doing the survey also helps us to make sure all homes are safe and maintained. Access will be required to undertake these inspections and we will work with tenants to find suitable times.

XL Bully Ban

From 1st February 2024, it is illegal to own an XL Bully unless your dog has been exempted. You can apply for a certificate of exemption to legally keep your dog. Information about how to do this can be found on GOV.UK.

As part of the process to exempt your dog, you will need third-party liability insurance, which is insurance against your dog injuring other people. Your dog must be microchipped (which is already a legal requirement).

Your dog will also need to be neutered. If your dog is less than one year old on 31 January 2024, they must be neutered by 31 December 2024. If your dog is older than one year old on 31 January 2024, they must be neutered by 30 June 2024.

Once your dog has been exempted you must adhere to the conditions otherwise you could be committing a criminal offence and your dog could be seized. You must inform us that you have an XL Bully in your home. We will then ask you for a copy of your Certificate of Exemption and proof of Third Party Public Liability Insurance. If you fail to provide this, we will report this to the police and follow our own enforcement procedures.

If you believe that a dangerous dog is being kept by one of our tenants illegally, please contact us to report this after you have contacted the police.

Dragonfly Development Ltd (Dragonfly)

Dragonfly Development Ltd (Dragonfly) a wholly owned company of the Council undertake a number of services for the Council and our tenants. This includes housing repairs and upgrades, new build housing accommodation, and engineering and drainage services.

Dragonfly staff will be required to carry Dragonfly ID badges and when vehicles and uniforms get replaced new branding will be introduced there too. If we send subcontractors to your property, then we will still inform you of their identity in advance and they too will be required to carry ID showing the company they have been sent from. Please ensure you ask to see ID badges and if in doubt or if you have any concerns, please call the council on 01246 242424 where we will be happy to verify any of the Dragonfly team or subcontractor identity.





OFFICIAL



Bolsover District Council

Meeting of the Housing Liaison Board on 27th January 2026

Agenda Item 13: Consultation on proposed changes to the Transparency, Influence and Accountability Standard and Consumer Standards Code of Practice

| | |
|------------------------|--|
| Classification: | This report is Public |
| Report By: | Assistant Director of Housing Management & Enforcement |

This report summarises the proposed changes to the Transparency, Influence and Accountability Standard and Consumer Standards Code of Practice.

Background

The Regulator for Consumer Standards revised Consumer Standards were effective from 1st April 2024, and were designed to protect tenants and to ensure they receive high quality services.

The proposed changes to the Transparency Influence and Accountability Standard were published on 9th December 2025 with consultation running until 3rd March 2026. These changes are largely with regards to introducing recently based legislation and government polices to the code. There are 3 areas;

- **Social Tenant Access to Information Requirements (STAIRs)**

Under [Direction on the Social Tenant Access to Information Standard 2025](#) (STAIRs Direction), Private Registered Providers must provide information to their tenants concerning the accommodation, facilities and services provided by them in connection with social housing. This brings in line with the Freedom of Information Act requirements that already apply to local authority landlords, as such we will not need to make any changes to what we do.

- **Competence and conduct requirements**

The [Direction on the Regulatory Standards \(Competence and Conduct\) 2025](#) (Competence and Conduct Direction) will be embedded within the Consumer Standards and requires Registered Providers to ;

a) secure that their relevant staff have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.

b) take appropriate steps to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.

We have identified which officers will need to undertake training and will be ensuring we meet the deadline for enrolment. We are also working with the Councils HR department with regards to a Code of Conduct for Housing professionals, which must be implemented by October 2026.

- **A new electrical safety checks Tenant Satisfaction Measure (TSM).**

The government has introduced a legislative change that extends mandatory electrical safety checks to the social rented sector. It is proposed that there be an electrical safety checks TSM to help provide tenants with greater transparency and provide the Regulator with information on landlords meeting their obligations. We are currently recording this information and sharing it in our quarterly regulatory meetings

A copy of the proposed changes to the Transparency, Influence and Accountability Standard and Consumer Standards Code of Practice and contained at Appendix 1 and 2. Changes are shown by highlighted text.

Consultation Questions

There are a series on Consultation questions we need to respond to and would invite members of the board to comment on these. The questions are as follows;

1: Do you agree or disagree that the proposed change to the TI&A Standard accurately reflects the government's STAIRs Direction to the regulator?

2: Do you agree or disagree that the proposed changes to the TI&A Standard accurately reflect the government's Competence and Conduct Direction to the regulator?

3: Do you agree or disagree with the proposed changes to the specific expectations in the TI&A Standard for the TSMs?

4: Do you agree or disagree with the proposed changes to the Code

5: Do you agree or disagree that the proposed TSM will provide an appropriate level of information about landlord performance in carrying out?

We want to explore whether there might be any other regulatory impacts or impacts to tenants with protected characteristics which we haven't thought about in relation to the changes we are proposing to make (subject of this consultation).

OFFICIAL

Question 6: Do you agree or disagree with our regulatory and equality impact considerations ?

RECOMMENDATION(S)

1. That members of the Board consider the proposed changes to the Transparency, Influence and Accountability Standard and Consumer Standards Code of Practice and provide any comments for consultation responses.

| Links to Council Ambition: Customers, Economy, Environment and Housing | |
|--|---|
| Ambition: Customers | |
| Priorities: | <ul style="list-style-type: none">○ <i>Continuous improvement to service delivery through innovation, modernisation and listening to customers</i>○ <i>Improving the customer experience and removing barriers to accessing information and services</i>○ <i>Promoting equality, diversity, and inclusion, and supporting and involving vulnerable and disadvantaged people</i> |
| Ambition: Housing | |
| Priority: | <ul style="list-style-type: none">○ <i>Building more, good quality, affordable housing, and being a decent landlord</i> |
| Target HOU04: Work towards compliance with the Social Housing Consumer Standards, ensuring tenants' voice is key when developing new council housing policies, procedures, and improvements. | |

| DOCUMENT INFORMATION | |
|-----------------------------|---|
| Appendix No | Title |
| 1. | Proposed changes to the Transparency, Influence and Accountability Standard |
| 2. | Proposed changes to the Consumer Standards Code of Practice |



Key: Proposed changes to the existing Standard are marked in **yellow**. Text with a line through it indicates a proposed deletion from the current wording of the Standard.

Annex 1

Proposed Transparency, Influence and Accountability Standard

Consumer standards

1 October 2026



1. Required outcomes

1.1 Fairness and respect

- 1.1.1 Registered providers must treat tenants and prospective tenants with fairness and respect.

1.2 Diverse needs

- 1.2.1 In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.

1.3 Engagement with tenants

- 1.3.1 Registered providers must take tenants' views into account in their decision making about how landlord services are delivered and communicate how tenants' views have been considered.

1.4 Information about landlord services

- 1.4.1 Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.

1.5 Performance information

- 1.5.1 Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.

1.6 Complaints

- 1.6.1 Registered providers must ensure complaints are addressed fairly, effectively, and promptly.

1.7 Social Tenant Access to Information Requirements (STAIRs)

- 1.7.1 Private registered providers¹ must provide information to their tenants concerning the accommodation, facilities and services provided by them in connection with social housing. In doing so they must meet the expectations set out in the

¹ The Social Tenant Access to Information Requirements (STAIRs) apply to private registered providers (PRPs) only

Government's policy statement entitled Social Tenant Access to Information Requirements dated 30 September 2025.²

1.8 Competence and Conduct

1.8.1 Registered providers must

- a) secure that their relevant staff have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.
- b) take appropriate steps to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.

2. Specific expectations

2.1 Diverse needs

2.1.1 Registered providers must use relevant information and data to:

- a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and
- b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.

2.1.2 Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.

2.1.3 Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.

2.1.4 Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.

² Social Tenant Access to Information Requirements: policy statement

2.2 Engagement with tenants

- 2.2.1 Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.
- 2.2.2 Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.
- 2.2.3 Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.
- 2.2.4 Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.
- 2.2.5 Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.
- 2.2.6 Where a registered provider is considering a change in landlord for one or more tenants, or a significant change in management arrangements, it must consult affected tenants on its proposals at a formative stage and take those views into account in reaching a decision. The consultation must:
 - c) be fair and accessible
 - d) provide tenants with adequate time, information and opportunities to consider and respond
 - e) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term, and
 - f) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision.

2.3 Information about landlord services

- 2.3.1 Registered providers must provide tenants with accessible information about the:

- a) available landlord services, how to access those services, and the standards of service tenants can expect
- b) standards of safety and quality tenants can expect homes and communal areas to meet
- c) rents and service charges that are payable by tenants, and
- d) responsibilities of the registered provider and the tenant for maintaining homes, communal areas, shared spaces and neighbourhoods.

2.3.2 Registered providers must provide tenants with accessible information about tenants' rights in respect of registered providers' legal obligations and relevant regulatory requirements that registered providers must meet in connection with the homes, facilities or landlord services they provide to tenants. This must include information about:

- a) the requirement to provide a home that meets the government's Decent Homes Standard;
- b) the registered provider's obligation to comply with health and safety legislation;
- c) the rights conferred on tenants by their tenancy agreements including rights implied by statute and/or common law, in particular—
 - i) the right to a home that is fit for human habitation; and
 - ii) the right to receive notice of a proposed visit to carry out repairs or maintenance or to view the condition and state of repair of the premises; and
- d) the rights of disabled tenants to reasonable adjustments.

2.3.3 Registered providers must communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.

2.3.4 Registered providers' housing and neighbourhood policies must be fair, reasonable, accessible and transparent. Where relevant, policies should set out decision-making criteria and appeals processes.

2.3.5 Registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility for compliance with the consumer standards.

2.4 Performance information

2.4.1 Registered providers must ensure that their reported tenant satisfaction measure information is an accurate, reliable, valid, and transparent reflection of their performance against the tenant satisfaction measures prescribed by the regulator.

2.4.1 Registered providers must meet the regulator's requirements in relation to the tenant satisfaction measures set by the regulator as set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.

2.4.2 Registered providers must:

a) collect and process information specified by the regulator relating to their performance against the tenant satisfaction measures. The information must be collected within a timeframe set by the regulator and must meet the regulator's requirements in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements

b) annually publish their performance against the tenant satisfaction measures. This should include information about how they have met the regulator's requirements set out in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements. This information must be published in a manner that is timely, clear, and easily accessed by tenants; and

c) annually submit to the regulator information specified by the regulator relating to their performance against those measures. The information must be submitted within a timeframe and in a form determined by the regulator.

2.4.3 In meeting 2.4.1 and 2.4.2 above, registered providers must ensure that the information is an accurate, reliable, valid, and transparent reflection of their performance against the tenant satisfaction measures.

2.4.2 Registered providers must provide tenants with accessible information about:

a) how they are performing in delivering landlord services and what actions they will take to improve performance where required

- b) how they have taken tenants' views into account to improve landlord services, information and communication
- c) how income is being spent, and
- d) their directors' remuneration and management costs.

2.5 Complaints

2.5.1 Registered providers must ensure their approach to handling complaints is simple, accessible and publicised.

2.5.2 Registered providers must provide accessible information to tenants about:

- a) how tenants can make a complaint about their registered provider
- b) the registered provider's complaints policy and complaints handling process
- c) what tenants can do if they are dissatisfied with the outcome of a complaint or how a complaint was handled, and
- d) the type of complaints received and how they have learnt from complaints to continuously improve services.

2.6 Competence and Conduct

2.6.1 Registered providers must meet all applicable requirements as set out in Chapters 1 to 6 of the Government's Policy Statement on Qualifications Requirements for Social Housing³.

2.6.2 Registered providers must have a written policy which includes:

- a) their approach to managing and developing the skills, knowledge, experience and behaviours of their relevant staff and how they will tailor this approach, as appropriate, to the different roles of relevant staff within their organisation;
- b) their approach to learning and development for their relevant staff. This must include how they ensure that their relevant staff maintain and demonstrate appropriate and up to date skills, knowledge, experience and behaviours in their roles;

³ [Competence and Conduct Standard: Policy statement](#)

- c) their approach to appraising and regularly reviewing the performance of their relevant staff, including their approach to managing poor performance; and
- d) the appropriate steps they will take to secure that the relevant staff of their services providers have the necessary skills, knowledge and experience, and exhibit the behaviours needed, for the landlord services to be of good quality.

2.6.3 Registered providers must develop or adopt an appropriate code of conduct for their relevant staff and ensure it is embedded within their organisation.

2.6.4 Registered providers must ensure that the written policy and the code of conduct referred to in 2.6.2 and 2.6.3 are kept up to date, fit for purpose and are accessible to tenants. Tenants must be given meaningful opportunities to influence and scrutinise the development of the written policy and decisions relating to the adoption or development of the code of conduct.

2.6 Self-referral

2.7.1 Registered providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential noncompliance with the consumer standards.

3 Definitions Used in This Standard

- 3.1 Throughout the consumer standards 'tenants' means tenants and other occupiers of social housing which includes licensees and shared owners (unless explicitly stated).
- 3.2 'Shared spaces' are those spaces associated with a registered providers' homes and used by their tenants that are not the responsibility of the landlord, as opposed to communal areas where landlords have direct responsibilities for ensuring their safety and maintenance.
- 3.3 In relation to 2.4.1, 'reported tenant satisfaction measure information' means information published pursuant to the requirements of a TSM Direction, or submitted to the regulator pursuant to any request for that information or for other information about the registered provider's performance against TSMs. The 'tenant satisfaction measures prescribed by the regulator' ('TSMs') refers to the tenant satisfaction measures set out in the relevant TSM Direction. 'TSM Direction' refers to a direction given by the regulator (as amended from time to time) which the regulator specifies as being a direction on tenant satisfaction measures.⁴
- 3.4 For the purposes of paragraphs 1.8.1 and 2.6.1-2.6.4, 'relevant staff' means staff involved in the provision of landlord services and 'landlord services' are services in connection with the management of social housing provided by the registered provider. 'Services provider' has the same meaning as in Part 2 of the Housing and Regeneration Act 2008.

⁴ [Draft TSM Direction - GOV.UK](#)



© RSH copyright 2025

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at: www.gov.uk/rsh

Any enquiries regarding this publication should be sent to us via enquiries@rsh.gov.uk or call 0300 124 5225. or write to:

Regulator of Social Housing
Level 2
7-8 Wellington Place
Leeds LS1 4AP

The Regulator of Social Housing regulates registered providers of social housing to promote a viable, efficient and well-governed social housing sector able to deliver and maintain homes of appropriate quality that meet a range of needs.

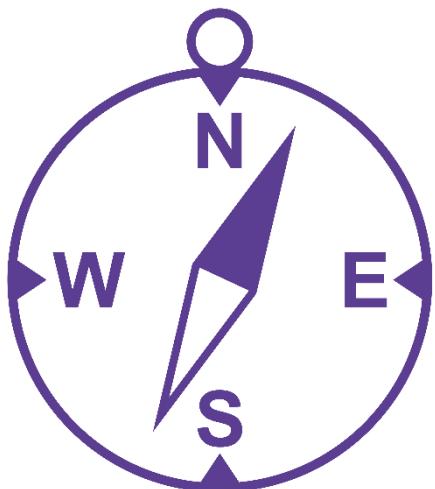


Key: Proposed changes to the existing Code of Practice are marked in **yellow**. Text with a line through it indicates a proposed deletion from the current wording of the code.

Annex 3

Proposed consumer standards Code of Practice

1 October 2026



Consumer standards Code of Practice

The role of the Code of Practice

1. This Code of Practice (the Code) is designed to amplify some of the requirements in the consumer standards (the standards). The Code elaborates on the content of the standards with illustrative examples where we think they are useful. It aims to help registered providers understand what the regulator is looking for when seeking evidence which gives us assurance that they are delivering the outcomes of the standards. Throughout the Code, when we refer to registered providers delivering the outcomes of the standards we mean any of the required outcomes and specific expectations of the standards. The Code does not elaborate on all expectations set out in the standards, only where the regulator considers that amplification may help registered providers understand how the outcomes of the standards can be delivered. This does not indicate the relative importance of different elements of the standards. Registered providers must deliver all the outcomes of the standards.
2. Registered providers should have regard to the Code when assessing whether they are delivering the outcomes of the standards. In considering whether the outcomes of the standards have been delivered, the regulator will have regard to the Code. It is therefore important that registered providers are familiar with its content. However, it is the outcomes of the standards rather than the Code that registered providers must deliver.
3. The regulator adopts a co-regulatory approach to its work. It sets both economic and consumer standards designed to help it to deliver its statutory objectives. Responsibility lies with the boards and councillors of registered providers to deliver the outcomes of the standards. The Code fits with our co-regulatory approach by recognising that registered providers may develop their own approaches to deliver the outcomes of the standards. Boards and councillors of registered providers should have robust mechanisms in place to provide them with assurance that their organisation delivers the outcomes of the standards.
4. Examples of how registered providers might deliver the outcomes are not intended to be exhaustive nor prescriptive. Registered providers are free to deliver the outcomes in a different manner. If there are any conflicts between the Code and the standards, the standards take precedence.

5. The different sections of the Code follow the same order as they appear in the standards. At the beginning of each theme in the Code, we state clearly which required outcome and specific expectations from each standard we are expanding upon.
6. Registered providers are responsible for delivering the outcomes of the standards. This applies both where the registered provider delivers services to tenants directly and where services are delivered via other organisations. Where they contract out any landlord services to a third party, the registered provider remains responsible for delivering the outcomes of the standards and should have assurance that they are being delivered.
7. The outcomes of the standards are interdependent as they all share a common aim of ensuring the provision of effective landlord services and quality, well-maintained and safe homes. Registered providers should consider that if they are unable to demonstrate they are delivering one element of the standards, this is likely to mean that there are gaps in their assurance of how they are delivering other expectations of the standards.
8. The Code references a number of documents, some of which are owned by the regulator, and some are owned by other organisations. These documents and links to them may be updated, amended and replaced from time to time, and it is the responsibility of registered providers to ensure that they comply with the latest version of these documents at any point in time.

Safety and Quality Standard

Stock quality

(Relevant to the Safety and Quality Standard required outcome 1.1.1 and specific expectations 2.1.1 and 2.1.2)

9. Providing safe and well-maintained homes is a fundamental responsibility of all registered providers. Having a sufficiently detailed understanding of the condition of their homes at an individual property level is vital to registered providers being able to achieve this and helps to ensure that they meet all applicable requirements. In achieving this outcome, private registered providers should be mindful of the regulator's requirement in the Governance and Financial Viability Standard in relation to maintaining a thorough, accurate and up to date record of their assets and liabilities.
10. Registered providers are expected to undertake regular physical assessments of the inside and the outside of homes where they have a legal responsibility. They should assess whether homes are:
 - safe and free from serious hazards
 - kept in good repair
 - meet relevant standards prescribed in law.
11. Registered providers should assess the condition of homes frequently enough and in sufficient depth to maintain their assurance on their quality and safety. Appropriate frequency and depth will be influenced by a range of factors, including but not limited to, property age, construction, and archetypes as well as data from complaints and reports from repairs and maintenance programmes. For some registered providers a five-year rolling programme of stock condition surveys across all homes might be appropriate; however for some registered providers or for some homes, more frequent assessments might be needed, for example where there are high levels of responsive repair requests or recurring problems which might be indicative of wider issues.
12. Registered providers should ensure their approach to assessing and recording the conditions of their homes is robust and kept up to date by using ^{information} from a range of relevant sources such as repairs, complaints, health and safety assessments and energy performance certificate (EPC) data to maintain a rounded view of condition.

13. To ensure registered providers have an understanding of all homes, their approach to assessing homes should consider the different opportunities where the inside of a home can be assessed e.g. when gas safety checks are being carried out. Where access is needed, registered providers should take all reasonable steps to access homes.
14. Registered providers should consider their understanding of the condition of homes in the context of the needs of individual tenants living in them. Taking into account the potential risk to tenants, registered providers should have appropriate systems in place to ensure they act upon identified investment and repair requirements in an appropriate and timely manner.

Decency

(Relevant to the Safety and Quality Standard required outcome 1.2.1)

15. Registered providers are required to meet section 5 of the Government's Decent Homes Guidance, and should have an approach to repairs, maintenance and planned improvements which ensures that their homes are maintained to meet all criteria of the Decent Homes Standard, including being free from Category 1 hazards.
16. Registered providers' understanding of the condition of their homes should include meeting all criteria of the Decent Homes Standard. In addition, registered providers should have an effective plan in place to ensure they meet all criteria of the Decent Homes Standard.
17. Where a registered provider has agreed a period of non-compliance with the Decent Homes Standard with the regulator, it should ensure that it meets all applicable health and safety legal requirements for the duration of the period and should communicate the non-compliance with the Decent Homes Standard and its implications to affected tenants.

Health and safety

(Relevant to the Safety and Quality Standard required outcome 1.3.1 and specific expectations 2.2.1, 2.2.2 and 2.2.3)

18. As part of delivering this outcome, registered providers must ensure they understand and meet all applicable health and safety legal requirements, including secondary legislation (in relation to, for example, gas safety, fire safety, electrical safety, water safety, lift safety, asbestos safety, smoke alarms and carbon monoxide). Registered

providers are expected to have regard to appropriate statutory guidance and to meet the legal requirements relating to the role of the health and safety lead.

19. Registered providers should ensure that they maintain sufficient assurance that they meet all relevant health and safety requirements, which reflects the level of potential risk and impact on tenants. They should have a full understanding of what the data is telling them about how safe tenants are, the effectiveness of controls in place and how tenants' needs are being met.
20. Where a third party has the legal responsibility for tenants' homes and/or communal areas, registered providers should hold the third party to account for ensuring health and safety requirements are met.
21. All required actions arising from legally required health and safety assessments should be carried out as soon as possible. When prioritising these actions registered providers should take into account any statutory timescales as well as the potential risk to tenants, so that remedial actions are carried out within appropriate timescales.
22. As part of ensuring the wider safety of tenants in the design and delivery of landlord services, registered providers should have an effective approach to proactively identifying the risks to tenants' safety and eliminating or mitigating those risks. Examples of actions that registered providers may take to ensure the safety of tenants include, housing tenants together appropriately when allocating shared properties, assessing the vulnerability and risk of anti-social behaviour victims in considering what action to take, and taking into account, where appropriate, individual tenants' safety, security and health when prioritising repairs.

Repairs, maintenance and planned improvements

(Relevant to the Safety and Quality Standard required outcome 1.4.1 and specific expectations 2.3.3, 2.3.4 and 2.3.5)

23. In delivering an effective, efficient and timely repairs maintenance and planned improvement service, registered providers should coordinate effectively with all parties involved, so that work is completed within set timescales, in as few visits as possible and is fit for purpose.
24. Registered providers are expected to have in place and comply with effective policies, procedures and processes in relation to repairs, maintenance and planned

improvements that take into account tenants' views and diverse needs. This may include, for example, increasing the priority of repairs for some older tenants and where a household member is disabled, and installing extra locks and security lights for tenants experiencing domestic abuse or anti-social behaviour, in order to safeguard them.

25. Registered providers should communicate promptly with tenants about repairs, maintenance and planned improvements and keep them regularly updated on progress and how they are resolving any issues. For example, they should aim to consult affected tenants in a timely manner before the start of any planned improvement programmes, and update affected tenants if registered providers foresee any delays to the programme. In doing so, they should be mindful of the regulator's requirements in relation to the diverse needs of tenants.
26. In relation to communal areas, where there is an arrangement in place for a third party to manage a communal area on a registered provider's behalf, the registered provider is required to ensure that the communal area is well-maintained, and to hold the third party to account if it is not.

Adaptations

(Relevant to the Safety and Quality Standard required outcome 1.5.1 and specific expectation 2.4.1 and 2.4.2)

27. Not all registered providers directly provide a housing adaptations service, but nonetheless they should all have a process in place to assist tenants in need of housing adaptations, which they must communicate to tenants. As part of this communication, registered providers are expected to inform tenants about the application process, and where relevant, registered providers should make clear any local variations to the application process that may apply. Assistance to tenants requiring a housing adaptation may take the form of, for example, registered providers applying for an adaptation to the relevant organisation on a tenant's behalf or establishing clear timescales with the relevant organisation providing the adaptation.
28. Where the housing adaptations service is provided by a third party, the registered provider should not unreasonably withhold permission for a housing adaptation to be installed in a tenant's home. Where the registered provider provides a housing adaptations service, they should not unreasonably refuse a tenant's request for a housing adaptation. Where a registered provider does not meet a tenant's request for a housing adaptation, the registered provider should consider whether it is appropriate to

offer alternative measures in order to support the affected tenant, for example offering to transfer them to a home that is accessible or that can be adapted to meet their needs.

Transparency, Influence and Accountability Standard

Fairness and respect

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.1.1)

29. Tenants and prospective tenants should be treated with fairness and respect and this principle should underpin how registered providers deliver all landlord services.
30. Registered providers should foster a strong culture throughout their organisation of fairness, courtesy and respect, where tenants are listened to and can trust their landlord. In treating tenants fairly, registered providers should consider how they can adapt their services and communications to meet individual tenants' needs.

Diverse needs

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.2.1 and specific expectations 2.1.1, 2.1.2, 2.1.3 and 2.1.4)

31. Registered providers are expected to consider the diverse needs of their tenants (and prospective tenants, where relevant) in relation to the housing and landlord services they provide. This consideration should be integral to the culture of the organisation. Examples of how registered providers can take action to deliver fair and equitable outcomes for tenants may include investigating any complaints of alleged discrimination from tenants promptly and implementing any relevant learning, providing regular equality, diversity and inclusion training for staff, board members or councillors, and carrying out work to understand the barriers different groups of tenants might face in accessing services and working to remove those barriers.
32. Registered providers are expected to have robust information about their tenants so that they can deliver fair and equitable outcomes for tenants in relation to the housing and landlord services they provide. This should include, but not be limited to, relevant information on protected characteristics, and any support or communication needs.
33. It is for registered providers to work with tenants to decide the most effective approach to gathering this information and keeping it up to date, and to share with tenants how

they will make use of the data. Registered providers should explore a range of methods for collecting this information from tenants to encourage a good response rate. For example, via periodic face-to-face contact with tenants or other appropriate points of contact with tenants. As part of their approach registered providers should process personal information in compliance with relevant legislation and the Information Commissioner's Office guidance.

34. In delivering this outcome, registered providers may also want to consider using other data and information about tenants, for example the census and/or English Housing Survey, to inform the design and delivery of their strategies, policies and landlord services.
35. Registered providers should regularly assess whether their housing and landlord services deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants. Registered providers should take account of the findings of their assessments and should be able to demonstrate actions they have taken as a result.
36. Registered providers should make tenants aware of the different ways in which services are tailored to meet their needs. This could include, for example, by informing tenants when they report a repair that a choice of appointment time is available, or that information can be supplied in alternative formats, such as pictorial, and in different languages on request.
37. Registered providers should have in place an effective, simple and accessible process to enable tenants and prospective tenants to nominate a representative to act on their behalf in interactions with the landlord about landlord services, for example, in order to report a complaint on a tenant's behalf and to discuss progress of a repair or a housing application.

Engagement with tenants

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.3.1 and specific expectations 2.2.1, 2.2.2, 2.2.3, 2.2.4, 2.2.5 and 2.2.6)

38. Genuine consideration of tenants' views should be at the heart of registered providers' different levels of decision-making about the delivery of landlord services. This may include, for example, in relation to agreeing their asset management strategy, the setting of service standards, agreeing responsive repair timescales and setting performance targets for different landlord services.

39. Tenants' views can be gathered in different ways. Boards and councillors of registered providers should assure themselves that tenants' views have been actively sought and considered as part of their decision-making about their organisation's landlord services. Registered providers should also communicate to tenants how tenants' views have been taken into account in their decision making about how landlord services are delivered. In addition, consideration of how to improve and tailor landlord service delivery should be an ongoing activity taking place at all levels of the organisation and across all areas of service delivery.
40. Registered providers should take reasonable steps to ensure that all tenants have an equitable opportunity to be involved in influencing and scrutinising strategies, policies and services, taking into account the diverse needs of tenants.
41. Registered providers should take reasonable steps to assist tenants wishing to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. Assistance may include, for example, providing venues for meetings, administrative support, funding and training.
42. Where a registered provider is considering a change in landlord or a significant change in management arrangements, it is important that in their consultation with affected tenants they tailor their communication methods and take all reasonable steps to ensure that all affected tenants have access to and can understand the landlord's proposals. This should include tenants who may experience communication barriers, have additional support needs and/or are unable to use online services.
43. Consultation with tenants must be meaningful, which includes engaging with affected tenants in a range of ways. Registered providers should begin their consultation with affected tenants at an early stage in the process, while there is scope to influence the decision and/or outcome. They should run the consultation for a sufficient amount of time to give affected tenants an equitable opportunity to consider and respond to the proposals. Registered providers should make clear any potential material impacts, positive and negative, of the proposed changes, for example, any impact on rent and service charge levels, service delivery or security of tenure. They should also set out clearly the main reasons for the changes being proposed to affected tenants. Board and councillors of registered providers should assure themselves that feedback from affected tenants has been genuinely considered in their decision-making about proposals, and the registered provider should demonstrate this to affected tenants.

Information about landlord services

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.4.1 and specific expectations 2.3.1, 2.3.3 and 2.3.5)

44. Effective communication with tenants and the provision of clear and accessible information is at the heart of an effective tenant/landlord relationship. Registered providers should make tenants aware of the services and standards of service they provide, and the different ways in which tenants can contact their landlord.
45. Where registered providers are delivering a service directly to a tenant, they should communicate with them from the start through to the completion of that service. For example, where a tenant reports a repair to their landlord, the registered provider should keep them updated about the progress of the repair on a regular and ongoing basis, particularly where there is going to be a delay in carrying out the repair, or where multiple trades and visits are required.
46. The expectation that registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers applies to all registered providers, whether they employ paid staff or not.

Performance information

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.5.1 and specific expectations 2.4.1 and 2.4.2).

47. Tenants having access to reliable and accurate performance information about landlord services helps to ensure transparency and to drive effective tenant scrutiny.
48. ~~In addition to meeting the requirement to publish their performance against the tenant satisfaction measures (TSMs) in a form required by the regulator, registered providers should, following engagement with their tenants, also consider publishing some or all TSM data at a more granular level and/or on a more frequent basis, in order to support tenant scrutiny. For example, they may report some or all TSM data separately for:~~
 - ~~entities within their group~~
 - ~~specific property types such as general needs or housing for older people and/or~~
 - ~~different geographical areas, and/or~~
 - ~~specific tenant groups (relevant to the TSM tenant perception measures: TP01TP12) such as tenants who share different protected characteristics.~~

49. Where a registered provider publishes TSM data in more detail as set out in paragraph 48, they should ensure, as far as possible, that they calculate and report the data in accordance with the regulator's TSM requirements. Any significant deviation from these requirements should be clearly set out alongside the reported TSM data.

50. It is important that tenants and other stakeholders are able to trust what TSM data tells them about landlords' performance. Registered providers should ensure they have adequate assurance that they meet the regulator's TSM requirements.

51. Registered providers should be able to demonstrate that they understand their performance, including where and why performance has changed over time. They should have clear and measurable plans in place to improve performance where required and should be able to demonstrate that they are effectively delivering to those plans.

48. Registered providers must ensure they meet the regulator's TSM Direction^{1*}. The regulator's TSM Direction sets requirements that registered providers must meet to ensure TSMs are collected, processed and reported by registered providers on a consistent basis. It may give registered providers flexibility about how they will meet its requirements. Registered providers should meet those requirements in a way that ensures that their reported tenant satisfaction measure information is an accurate, reliable, valid, and transparent reflection of their performance against the TSMs, which supports effective tenant scrutiny. Registered providers should also consider how all the different elements of the business involved in collecting, processing and reporting relevant information (systems, processes, data etc) work to ensure this. For example, where management information is used in generating TSM information, registered providers should consider how they ensure that their approach to collecting and processing that management information is robust and enables them to deliver the relevant outcomes in relation to their reported tenant satisfaction measure information.

49. In addition to what is required to meet the regulator's TSM Direction, registered providers should, following engagement with their tenants, also consider publishing some or all of their TSM related information at a more granular level and/or on a more frequent basis, to support effective tenant scrutiny. For example, they may publish some or all of their TSM related information separately for:

- entities within their group,
- specific property types such as general needs or housing for older people,

¹ In this Code, 'TSM Direction', 'TSMs' and 'reported tenant satisfaction measure information' have the same meaning that those expressions are given in our Transparency Influence and Accountability Standard.

- different geographical areas, and/or
- specific tenant groups (such as tenants who share different protected characteristics).

50. Where a registered provider publishes more detailed or more frequent TSM related information (as referred to in the paragraph above), it should ensure (as far as possible), that it collects, processes and publishes that information in line with the requirements in the regulator's TSM Direction. Any significant deviation from those requirements should be clearly set out alongside the additional published TSM related information.

51. Registered providers should be able to demonstrate that they understand their performance, including where and why performance has changed over time. They should have clear and measurable plans in place to improve performance where required and should be able to demonstrate that they are effectively delivering to those plans.

52. In providing tenants with accessible information about their performance, registered providers should consider all performance information, including the regulator's judgements. Registered providers should consider how they can support tenants to understand the information being presented, including relevant performance action plans, for example, by including contextual and benchmarking information. In providing information about how they have taken tenants' views into account, registered providers should be able to demonstrate any changes they have made to landlord services as a result of insight from tenants' views, including learning from complaints.

53. In providing information to tenants on directors' remuneration and management costs, registered providers should consider the regulator's [note](#) on how to calculate these costs, which can be found on our website.

Complaints

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.6.1 and specific expectations 2.5.1 and 2.5.2)

54. Addressing complaints fairly, effectively and promptly is essential for registered providers to build trust with tenants. Registered providers should make every effort to ensure that tenants are aware of their complaints process. Tenants should be able to raise a complaint easily and should be listened to by their landlord when they do so.

55. In addressing complaints, registered providers should ensure that they provide regular updates to affected tenants about the progress they have made to resolve the complaint fairly and the next steps they plan to take, with clear timescales.
56. In meeting this outcome, registered providers are expected to consider relevant requirements of other bodies, including those of the Housing Ombudsman and specifically their Complaint Handling Code.
57. Complaints present registered providers with valuable insight into tenants' experiences of interacting with their landlord. Registered providers should make good use of this learning in order to improve services for tenants, bringing about change at a service or organisational level where appropriate. As part of this learning, registered providers should analyse trends and themes from complaints data.

Social Tenants Access to Information Requirements (STAIRs)

(Relevant to the Transparency, Influence and Accountability Standard Required Outcome 1.7.1)

58. The expectations set out in the Government's policy statement² 'Social Tenant Access to Information Requirements' (STAIRs) apply to private registered providers only. In delivering the required outcome, private registered providers must publish certain information about their activities and provide relevant information in response to requests from tenants unless it is reasonable to withhold the information from disclosure. They are also expected to demonstrate a commitment to transparency, accountability and tenant involvement. Registered providers must ensure communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.
59. It is for private registered providers to decide whether it is reasonable to withhold information from disclosure in line with the expectations set out in the policy statement. In deciding this, the Government's policy statement makes it clear that private registered providers must have regard to the protections afforded to certain classes of information (and to how those classes of information are defined) in the Freedom of Information Act 2000 and Data Protection Act, and any other relevant statutes. Further information about relevant protections can be found on the Information Commissioner's Office website.

² Social Tenant Access to Information Requirements: policy statement - GOV.UK

Competence and Conduct

(Relevant to the Transparency, Influence and Accountability Standard required outcome 1.8.1 and specific expectations 2.6.1 - 2.6.4³)

60. For landlord services to be of good quality, relevant staff need to have the necessary skills, knowledge and experience, and exhibit the behaviours needed. Part of delivering good quality landlord services involves delivering fair and equitable outcomes for tenants (and, where relevant, prospective tenants) and treating them with fairness and respect.
61. In meeting the required outcome, registered providers must have a robust and evidenced approach to:
 - managing and developing the skills, knowledge and experience of their relevant staff and ensuring they exhibit the behaviours needed for the landlord services to be of good quality; and
 - the steps they are taking to secure that the relevant staff of their services providers also have these attributes.
62. Registered providers should assure themselves and be able to evidence decisions about which of their staff meet the definition of relevant staff and which of their roles are in scope of the qualifications requirements.
63. Registered providers should have a clear understanding of which of their contractors and sub-contractors meet the definition of services providers and which of their services providers have relevant managers within scope of the qualifications requirements. Outcomes 1.8.1b and 2.6.2d in the Transparency, Influence and Accountability Standard apply in relation to the relevant staff of all their services providers as defined in the legislation⁴. Relevant managers of a services provider will not be in scope of the qualification requirements if the services provider does not provide a comprehensive social housing management service to the registered provider, as detailed in paragraph 59 of the Government's Policy Statement on Qualifications Requirements for Social Housing.⁵
64. In delivering the outcomes, registered providers must ensure that the opportunities they provide to tenants to influence and scrutinise their approach are meaningful. This

³ In this section of the Code, 'relevant staff', 'landlord services' and 'services provider' have the same meaning as given in the Transparency Influence and Accountability Standard for the purposes of outcomes 1.8.1 and 2.6.1 to 2.6.4. Those outcomes have been set under section 194A of the Housing and Regeneration Act 2008.

⁴ See s.194B(2) of the Housing and Regeneration Act 2008.

⁵ [Competence and Conduct Standard: Policy statement](#)

includes in the development of the written policy and when they develop or adopt the code of conduct, as well as when these are reviewed.

65. In meeting the specific expectations in 2.6.2 to 2.6.4, registered providers are free to choose whether the written policy and/or the code of conduct cover a wider range of matters or staff than those specific expectations require. They must ensure the requirements of the standard are met, and that the written policy and code of conduct ultimately support the delivery of the required outcome in 1.8.1 of the standard.

Self-referral

(Relevant to the Transparency, Influence and Accountability Standard specific expectation 2.7.1)

66. The regulator requires registered providers to tell it at the earliest opportunity about any material issues that relate to non-compliance or potential non-compliance with the standards. If a registered provider is unsure as to whether an issue is material, they should contact the regulator to discuss the matter further. Being open and transparent with the regulator is an essential part of registered providers meeting their co-regulatory responsibilities.

Neighbourhood and Community Standard

Safety of shared spaces

(Relevant to the Neighbourhood and Community Standard required outcome 1.1.1)

67. 'Shared spaces' as defined in the standards can include both internal and external areas associated with a registered provider's homes used by their tenants, that are not the responsibility of the registered provider. While registered providers do not have direct responsibility for these areas, they are expected to work cooperatively with tenants, other landlords and relevant organisations to take all reasonable steps to ensure the safety of these spaces. This may entail, for example, liaising with relevant organisations so that hazardous fly tipping can be removed or to arrange for defective lighting to be repaired where it presents a safety issue for their tenants.

Local cooperation

(Relevant to the Neighbourhood and Community Standard required outcome 1.2.1 and specific expectation 2.1.1)

68. The regulator acknowledges that the roles registered providers play in promoting social, environmental and economic wellbeing in the areas in which they operate are likely to vary, as registered providers need to take account of their strategic objectives, the views of tenants and their presence in those areas, among other considerations.

Anti-social behaviour and hate incidents

(Relevant to the Neighbourhood and Community Standard required outcome 1.3.1 and specific expectations 2.2.1, 2.2.2, 2.2.3 and 2.2.5)

69. Anti-social behaviour (ASB) and hate incidents can have a significant negative impact on tenants of social housing, both for those experiencing them directly and for those living in the community where the ASB and hate incidents are occurring.

70. In order to deter and tackle ASB and hate incidents effectively in areas where they operate, registered providers must work with appropriate partners, with a common aim of trying to reduce ASB and hate incidents. Joint initiatives may include, for example, providing mediation services to try to resolve disputes before they escalate, undertaking security measures and environmental improvements, and providing diversionary activities.

71. It is vital that registered providers have effective policies and processes to tackle ASB and hate incidents, and they should communicate these to tenants. These should include their approaches to investigating reports of ASB and hate incidents (including the roles of other relevant agencies), the support available to affected tenants and the actions they take to deal with perpetrators of ASB and hate incidents.

72. Registered providers should take into account the diverse needs of tenants in considering how tenants report ASB and hate incidents to them and eliminate any barriers to reporting such incidents.

73. In managing reports of ASB and hate incidents, including keeping tenants informed about the progress of their ASB case, registered providers should be mindful of their data protection obligations and any ongoing legal proceedings.

74. We expect registered providers to take a victim-centred approach to supporting tenants affected by ASB. This support can take different forms such as, for example, making a referral to an external support agency or, where appropriate, taking into account the wishes of the complainant when determining the course of action the registered

provider will take. As part of this approach, registered providers should consider how they support vulnerable perpetrators of ASB, to help them to sustain their tenancy.

Domestic abuse

(Relevant the Neighbourhood and Community Standard required outcome 1.4.1 and specific expectations 2.3.1 and 2.3.2)

75. Registered providers should understand the significant impact that domestic abuse can have both on tenants experiencing it and their household members. In achieving this outcome registered providers should have a victim-centred approach to assisting tenants who experience domestic abuse.
76. Registered providers policies should set out their approach to recognising and effectively responding to cases of domestic abuse. They should consider, among other things, how they
 - raise awareness and understanding among relevant staff so they are able to recognise the signs of domestic abuse, particularly those linked to a tenant's housing circumstances
 - make tenants aware of appropriate support and advice available regarding domestic abuse, including from third party organisations
 - offer tenants affected by domestic abuse referrals to specialist domestic abuse agencies
 - provide staff supporting tenants experiencing domestic abuse with appropriate specialist training, and
 - offer appropriate staff members to support tenants experiencing domestic abuse.
77. To be able to recognise and respond appropriately to reports of domestic abuse, registered providers should ensure they have an appreciation of the different specific needs of tenants who experience it, including those arising from the tenant's protected characteristics, such as disability and race. As part of their approach, registered providers must handle sensitive information relating to cases of domestic abuse in compliance with relevant legislation.
78. The duty referred to in 2.3.2 refers to the duty placed on local authorities in the Domestic Abuse Act 2021 (the Act) to develop and implement a strategy for accommodation-based support (which according to the Act is support in relation to

domestic abuse, provided to victims of domestic abuse, or their children, who reside in relevant accommodation) in its area. Further information about this duty can be found in the government's statutory guidance: Domestic Abuse Act 2021 - GOV.UK (www.gov.uk).

Tenancy Standard

Allocations and lettings

(Relevant to the Tenancy Standard required outcome 1.1.1 and specific expectations 2.1.1, 2.1.2, 2.1.4 and 2.1.6)

79. Registered providers should have effective policies and processes in place for allocating their homes and should work effectively with local authorities to help meet identified local housing need. They should clearly set out their decision-making criteria, including in relation to transfers.
80. In order to be able to take the needs of tenants and prospective tenants into account in the allocations process, registered providers need to have a robust and accurate understanding of local housing need and their homes, including in relation to which homes have been designed or adapted to meet specific needs.
81. Tenancy fraud can take a number of forms. Actions registered providers can take to prevent and tackle tenancy fraud include carrying out effective checks before the start of and during a tenancy, publicising their approach including outcomes to tackling tenancy fraud, and providing guidance to staff on how to prevent, detect and take action against suspected tenancy fraud.
82. Information on the government's CORE (Continuous Recording of Lettings and Sales in Social Housing in England) system is available at: CORE - CORE - Home (communities.gov.uk).

Tenancy sustainment and evictions

(Relevant to the Tenancy Standard required outcome 1.2.1 and specific expectations 2.2.1 and 2.2.2)

83. Registered providers may provide support directly to tenants to help them maintain their tenancy or licence, or they may use appropriate organisations to provide this support. Examples of support that may be provided include helping tenants to manage their money and maximise their income, offering energy advice, and helping vulnerable

tenants to be able to live independently, including those who experience mental health issues, or drug and alcohol dependency.

84. Where a registered provider ends a tenancy or licence they must offer those affected timely advice and assistance. This assistance can take the form of, for example, helping affected tenants to apply for alternative housing or signposting them to appropriate support and advice services. Registered providers should ensure that any advice and assistance about housing options is offered at the earliest opportunity in the process, to enable those affected to understand the process of finding suitable alternative accommodation.
85. Alongside other objectives, such as minimising loss of rental income, registered providers should bear in mind their objectives as landlords of social housing, including in relation to preventing homelessness and helping tenants to maintain their tenancies, when considering whether to escalate eviction proceedings.

Tenure

(Relevant to the Tenancy Standard required outcomes 1.3.1 and 1.3.2 and specific expectations 2.3.1b, 2.3.1d and 2.3.1g)

86. Registered providers should consider the suitability of the tenancies that they issue, taking into account the tenants' needs and the purpose of the accommodation. They must comply with all relevant law in issuing tenancies or terms of occupation. Where appropriate, they may wish to seek legal advice.
87. Registered providers that make use of licences as the basis of occupation should ensure that they use them appropriately.
88. As part of setting out their approach to tenancy management, registered providers should help tenants understand both their own responsibilities and those of their landlord in relation to their tenancy.
89. In relation to 2.3.1b and 2.3.1d, registered providers should only grant tenancies for a minimum fixed term of less than five years in exceptional circumstances and should not adopt a blanket approach to granting such tenancies. For example, all tenants in a particular area or all tenants of a certain age. Where a registered provider makes use of fixed term tenancies for a term of less than five years, they should set out in a policy the circumstances in which they will do so.

90. As part of meeting 2.3.1g, registered providers should be able to demonstrate how they have taken into account the needs of vulnerable households in their approach to tenancy management.
91. For clarity, reference to the use of probationary tenancies in our requirements includes the use of introductory or other equivalent tenancies.

Mutual exchange

(Relevant to the Tenancy Standard required outcome 1.4.1 and specific expectations 2.4.3)

92. Support to relevant tenants wishing to mutually exchange may include, for example, registered providers supplying them with clear and simple information about the mutual exchange process, including the associated responsibilities of the landlord and of the tenant, and helping tenants to register with an online mutual exchange service if required.

Legal status of the Code

93. This Code is issued by the Regulator of Social Housing, under section 195(1) of the Housing and Regeneration Act 2008 (as amended) (the HRA).
94. Section 195(2) of the HRA provides that the regulator may have regard to the Code when considering whether the standards have been met.



© RSH copyright 2025

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit [nationalarchives.gov.uk/doc/openhttp://nationalarchives.gov.uk/doc/open-government-licence/version/3/government-licence/version/3](http://nationalarchives.gov.uk/doc/open-government-licence/version/3)

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at: www.gov.uk/rsh

Any enquiries regarding this publication should be sent to us via enquiries@rsh.gov.uk or call 0300 124 5225.

or write to:

Regulator of Social Housing
Level 2
7-8 Wellington Place Leeds
LS1 4AP

The Regulator of Social Housing regulates registered providers of social housing to promote a viable, efficient and well-governed social housing sector able to deliver and maintain homes of appropriate quality that meet a range of needs.