

# **Regulator of Social Housing Inspection Feedback 2025**

## **Introduction**

This Regulatory Improvement Plan has been developed in response to the Regulator of Social Housing's consumer standards judgement, which concluded that while Broadland Housing Association is meeting the consumer standards, there are specific areas where improvement was required to strengthen the consistent delivery of outcomes for tenants.

The purpose of this plan is to provide a clear, structured and evidence-based approach to addressing those areas, demonstrating how existing improvements are being embedded and how further, sustained progress will be achieved. The plan sets out the actions, performance measures and assurance arrangements that will enable Broadland to improve service delivery, strengthen tenant experience and ensure ongoing compliance with the Regulator's expectations, with clear Board oversight and accountability for delivery.

## **Issues identified relating to Consumer Standards**

The issues identified in the RSH's feedback following the inspection in 2025 were as discussed below.

## **Weaknesses in delivering the Safety and Quality Standard**

The Regulator of Social Housing confirmed that Broadland had appropriate systems in place to manage health and safety and provided assurance over the organisation's understanding of its homes and associated risks. However, despite this assurance, the Regulator concluded that there remained weaknesses in the overall delivery of the Safety and Quality Standard, which contributed to the C2 consumer grading and required improvement. The regulatory judgement was explicit that these weaknesses do not relate to failures in statutory compliance or stock knowledge but instead reflected the need for Broadland to demonstrate sustained and embedded improvement in repairs performance and tenant experience over time.

Importantly, the Regulator explicitly confirmed that there were no weaknesses identified in several core elements of safety and quality delivery. These included the presence of appropriate systems to ensure tenant health and safety, the maintenance of accurate and up-to-date stock condition data at an individual property level, the effective use of that data to inform investment

decisions, and the management of safety in both homes and communal areas. Taken together, this provides assurance that Broadland's foundations for safety and quality are sound, and that the focus of improvement is on embedding consistent service outcomes—particularly in repairs—rather than addressing deficiencies in safety governance or asset management.

The Regulator did not therefore identify weaknesses in Broadland's management of statutory safety, stock condition or safety governance. The Safety and Quality weakness related solely to the need to demonstrate sustained improvement in repairs performance and tenant satisfaction.

The Regulator of Social Housing recognised that Broadland had a clear focus on improving the timeliness and effectiveness of our repairs service and acknowledged that progress had been made. However, the Regulator concluded that this improvement remained ongoing and that further time was required to demonstrate that the improvements are fully embedded and sustainable. In particular, the RSH highlighted the need for continued evidence that improvements in repairs timeframes and tenant satisfaction were being consistently delivered over time, rather than representing short-term or transitional gains.

## **Weaknesses in delivering the Transparency, Influence and Accountability Standard**

### **Anti-social behaviour**

Anti-social behaviour contributed to the C2 consumer rating through weaknesses identified under the Transparency, Influence and Accountability Standard, rather than through failures in neighbourhood management or safety and quality delivery. The Regulator of Social Housing recognised that Broadland was working effectively in partnership with relevant agencies to deter and address anti-social behaviour and hate incidents, and that this work was having a positive impact within neighbourhoods.

However, the Regulator concluded that the mechanisms through which tenants report anti-social behaviour required further improvement. While steps were being taken, reporting arrangements were not yet consistently clear, accessible or effective, limiting tenants' ability to raise concerns and hold the organisation to account. In regulatory terms, this shortfall in accessibility and transparency, alongside the need to demonstrate sustained improvement in repairs under the Safety and Quality Standard, contributed to the overall conclusion that Broadland had not yet fully delivered the outcomes of the Transparency, Influence and Accountability Standard, resulting in the C2 consumer grading.

## **Tenant scrutiny and influence**

The Regulator of Social Housing explicitly concluded that there were weaknesses in Broadland's delivery of the Transparency, Influence and Accountability Standard that required improvement. While the Regulator recognised positive practice in how tenants are treated, the information provided to tenants, and the opportunities available for tenants to influence services, it determined that these arrangements did not yet fully deliver the outcomes expected under the standard. In particular, the RSH identified the need to strengthen and embed effective tenant accountability and scrutiny so that tenant influence is consistently translated into meaningful challenge, assurance and demonstrable service improvement.

Central to this conclusion was the need for clearer evidence that the Tenant Assurance Panel (TAP) was able to operate as a stable, independent and influential scrutiny body. At the time of the inspection in February 2025, the TAP was still finding its feet, and further assurance was required to demonstrate that it could exercise effective scrutiny, operate with sufficient independence, and meaningfully influence decision-making and service delivery. The Regulator therefore signalled that additional time and evidence were needed to show that the TAP was fully embedded, fit for purpose, and capable of providing sustained tenant-led challenge that strengthens organisational accountability.

## **The improvement Plan**

At the January 2026 Board Meeting, the board approved a comprehensive action plan in response to feedback from the RSH meeting held by the Chief Executive and Executive Operations Director on 20th November. The RSH clarified that a plan was required to address all weaknesses identified in the Regulatory Judgement, not just reactive repairs. The proposals agreed by the Board focused on improving repair reliability and transparency, enhancing service stability and predictability, and strengthening regulatory assurance. Additionally, they emphasised clearer communication with tenants and driving sustained improvements across the repairs service.

## **The new action plan**

In light of the Regulator of Social Housing's clarified expectations, a new action plan is proposed to ensure that improvements are not only delivered but are demonstrably embedded and sustainable. The Regulator has been clear that assurance must extend beyond the existence of systems and plans, and must evidence consistent outcomes for tenants over time, supported by clear accountability, robust performance data and effective challenge. This action plan is therefore intended to strengthen our ability to

evidence sustained delivery, reinforce organisational grip, and provide the Board and the Regulator with confidence that improvements are being translated into real, measurable outcomes that fully meet the Regulator’s expectations.

### Proposed Actions and KPIs – Regulatory Improvement Plan (2026/27)

This Regulatory Improvement Plan brings together the agreed improvement actions with the KPI trajectory showing baseline position (February 2025), current position (January 2026 – latest available) and deliverable targets for February 2027. The Plan is structured to demonstrate sustained improvement, tenant influence and clear regulatory assurance.

SERVICE AREA	PROPOSED ACTION	KEY KPIs / MEASURES	FEB 2025 BASELINE	JAN 2026 POSITION	FEB 2027 TARGET	EVIDENCE / ASSURANCE
REPAIRS	Embed sustained improvement in the responsive repairs service	Repairs completed within target; first-time fix; tenant transactional satisfaction; TSM TP02	First time fix 90.82% TP02 24/25 – 70.7% 23/25 – 68.1%  Repairs within timescales 88.93%  Transactional satisfaction 79.7%	First time fix 99.36% TP02 25/26 – 71.8%  Repairs within timescales 82.08%  Transactional satisfaction 82.7%	First time fix ≥95% TP02 ≥72%  Repairs within timescales ≥90%  Transactional satisfaction ≥87%	Repairs Performance Reports; Repairs Improvement Plan
REPAIRS	Improve tenant experience of repair timescales	TP03 satisfaction;	Improving trend TP03 23/24 – 61.5%	Positive trend maintained	TP03 improving YoY;	Tenant Perception Survey;

		transactional satisfaction	24/25 – 63.5%	TP03 25/26 -67.2%	Transactional satisfaction ≥87%	transactional surveys
			Transactional satisfaction 79.8%	Transactional satisfaction 81.2%		
<b>REPAIRS</b>	Reduce emergency repairs demand	Proportion of emergency repairs	Emergency repairs accounted for 33% of all repairs in January 2025.	Reducing and stabilising January 2026 – 30%	Year-on-year reduction	Monthly performance reporting
<b>REPAIRS</b>	Reduce work in progress and backlog risk	Total WIP; follow-on work	High but reducing January 2025 – 1426 jobs	Stable despite increased demand January 2026 – 1503 jobs	Sustainable baseline achieved	Operational dashboards
<b>REPAIRS</b>	Tackle Category E backlog	Category E jobs outstanding	Significant legacy backlog	Reclassification underway	Backlog materially reduced	Planned works programme
<b>TENANT SCRUTINY</b>	Strengthen Tenant Assurance Panel independence and influence	Scrutiny reviews completed; Board responses	TAP established, early stage	≥1 completed review	≥2 reviews per year with clear impact	TAP reports; Board minutes

<b>TENANT SCRUTINY</b>	Demonstrate effective tenant accountability and influence	Evidence of tenant-led challenge shaping decisions	Developing	Embedded and operating	Business-as-usual governance	Board reports;
<b>ANTI-SOCIAL BEHAVIOUR</b>	Improve accessibility and effectiveness of ASB reporting	ASB satisfaction; complaints relating to process	51% satisfaction; 2 cases per 1000 homes opened in February 25	Stable – satisfaction January 2026 55% 2.1 cases per 1000 homes opened in January 26	60–65% satisfaction;	ASB Board reports; TPS; Independent East Benchmarking
<b>SAFETY &amp; QUALITY</b>	Maintain strong statutory safety compliance	Gas, electrical, water, lift compliance	100%	100% maintained	100% sustained	H&S assurance reporting
<b>SAFETY &amp; QUALITY</b>	Embed damp and mould management arrangements	Cases completed within timescales	Board tracking in place	Embedded operational management	≥95% within timescale	Damp & mould reports