BOARD ASSURANCE REPORT

Consumer Standards – Dynamic Consumer Assurance

ABC Housing

Report date	Reporting period	Stock size	Leaseholders	Overall Indicative Consumer Rating
5 February 2026	Progress from 1 November 2025 to 31 January 2026	20,500	1,250	**C1**

Prepared for the Board | Hypothetical independent consultancy reporting example

The February baseline and all subsequent organisational data, performance figures, TSM results, audit findings, external-review findings and indicative rating changes in this report are entirely hypothetical and created solely to demonstrate Be Assured dynamic assurance and reporting. ABC Housing is a fictional organisation used solely for this demonstration.

1. Board paper summary

Field	Position
Report to	Board of ABC Housing
Purpose	To provide quarterly Consumer Standard assurance, including improvement delivery, emerging evidence, dynamic rating changes, resident outcomes and the live Regulatory Improvement Plan.
Report date	5 February 2026
Board action	Note the current assurance position; review newly identified or reopened weaknesses; endorse additions/changes to the improvement plan; and approve closures only where supported by evidence and assurance.
Overall Indicative Consumer Rating	C1 – Be Assured hypothetical assessment (not an official RSH grade)

2. Executive summary

Overall Indicative Consumer Rating	Board assurance opinion
C1	STRONG ASSURANCE – SUSTAINED DELIVERY AND MATURE SELF-CORRECTION

The 12-month assurance cycle demonstrates sustained improvement from the initial C3 baseline to an indicative C1 position. All material C3 and Insufficient Evidence findings have been closed through evidenced delivery, second-line or independent assurance and formal Board sign-off. Importantly, Be Assured continued to identify new risks during the year—including repairs-data, resident-experience, ASB case-quality and adaptations-capacity issues—and these were incorporated into the live improvement plan rather than obscured by the improving trajectory.

Across the 60 Specific Expectations, 52 are C1 and 8 C2, with no C3, C4 or Insufficient Evidence findings. All 60 expectations are therefore at C1/C2. The remaining C2 positions represent minor, controlled opportunities for further improvement rather than material regulatory weakness.

Dynamic-assurance point: the rating is not a one-way recovery score. New evidence is allowed to improve, hold, downgrade or reopen individual Specific Expectations and the improvement plan is updated accordingly.

2.1 Material Positive Improvements

The final quarter provides evidence not simply of action completion, but of mature control: sustained performance, reliable data, independent testing, resident-outcome evidence, early-warning detection and disciplined closure/reopening rules.

Area	Material positive improvement	Board assurance significance
Overall assurance	52/60 Specific Expectations (87%) are C1 and the remaining eight are C2; no material or evidence-gap findings remain.	Supports an indicative C1 position based on the evidence in the round rather than an arithmetic score alone.
Resident outcomes	Repairs satisfaction reaches 74%, listens-and-acts 68% and complaint-handling satisfaction 56%; gaps for residents with additional needs have materially narrowed.	Shows that control improvement is translating into better and more equitable resident experience.
Repairs and data integrity	Repairs WIP reduces to 3,600 and overdue jobs to 320; independent sampling finds 97% completion evidence and 100% population reconciliation.	Demonstrates sustainable operational control and reliable performance reporting.
Tenant data and adjustments	Tenant-data completeness reaches 98.5%; 97% of sampled reasonable adjustments are applied correctly at first contact.	Provides strong evidence that diverse needs are understood and used operationally.

Area	Material positive improvement	Board assurance significance
Neighbourhood case quality	Independent re-sampling finds 96% compliance with risk reassessment, repeat-victim escalation and communication controls.	Closes the September material weakness while retaining routine quality monitoring.
Mature self-correction	An adaptations-capacity warning is identified in December, controlled without resident safety impact and closed after recovery evidence in January.	Demonstrates the central Be Assured benefit: emerging weakness is surfaced and managed even at the point of reaching C1.

3. Headline facts and figures

Measure	Current position	Board interpretation
Specific Expectations at C1/C2	60 of 60 (100%)	Breadth of the framework assessed as broadly effective.
C3/C4 Specific Expectations	0	No material or serious Specific Expectation weaknesses remain open.
Insufficient evidence	0	No Insufficient Evidence findings remain.
Workstreams Board-signed off	15 of 15	Closure requires evidence, assurance and Board decision.
FRAs overdue	0%	Safety-control recovery metric.
FRA remedials overdue	0	Tracks completion of identified fire-safety actions.
Repairs WIP / overdue	3,600 / 320	Tracks demand, ageing and service recovery.
Stock surveys >5 years	0.8%	Currency of property-level stock evidence.
Tenant-data completeness	98.5%	Completeness measure; operational application is tested separately.

4. Specific Expectation profile

Indicative assessment	Count	% of 60	Meaning for Board assurance
C1	52	87%	Expectation delivered consistently.
C2	8	13%	Broadly effective delivery with correctable/minor weaknesses.
C3	0	0%	Material weakness requiring formal improvement and assurance.
C4	0	0%	Very serious failure requiring urgent/fundamental change.
Insufficient Evidence	0	0%	Evidence gap prevents a defensible conclusion.

Overall Indicative Consumer Rating: C1. The rating reflects the most material evidence in the round rather than an arithmetic average of the 60 expectations.

5. Position by Consumer Standard

Standard	Specific Expectations	C1	C2	C3	C4	Insufficient Evidence
Safety and Quality	12	10	2	0	0	0
Transparency, Influence and Accountability	22	19	3	0	0	0
Neighbourhood and Community	8	7	1	0	0	0
Tenancy	18	16	2	0	0	0

6. Emerging evidence since the previous Board report

Date	Evidence source	Specific Expectations affected	Indicative assessment effect	Overall Consumer assurance impact
10 December 2025	Be Assured Early-Warning Review – Adaptations Capacity	S&Q:2.4.1; S&Q:2.4.2	S&Q:2.4.2 C1→C2; S&Q:2.4.1 remains C1.	No material downgrade; a controlled weakness is identified and managed transparently during the C1 transition.
15 January 2026	Independent Year-End Consumer Assurance Review	S&Q:2.3.2; TIA:2.4.3; TIA:2.5.1; N&C:2.2.3 and cross-cutting controls	Remaining C3 expectations close to C2 or C1 after independent validation.	Supports the overall indicative move from C2 to C1 at the 12-month close.

E6 – Adaptations waiting times increase because of contractor capacity

- Average referral-to-install time increases from 62 to 81 days.
- 14 cases exceed 100 days, of which four involve high-priority mobility needs.
- All high-priority cases have interim mitigations and weekly clinical/technical review.
- Alternative contractor capacity is secured within three weeks and the backlog begins to reduce.

Be Assured treatment: Be Assured records the issue as an emerging service weakness and moves S&Q:2.4.2 from C1 to C2. It does not create a C3 finding because risk triage, interim mitigation and recovery controls are evidenced and effective.

Improvement plan response: IMP-015 is added: adaptations-capacity resilience, alternative supplier mobilisation, ageing thresholds and weekly exception reporting until recovery is sustained.

E7 – Independent year-end testing confirms material weaknesses are closed

- A 60-case repairs sample finds 97% complete and traceable completion evidence.
- A 40-case complaints sample finds 94% compliance with root-cause, learning and closure controls.
- ASB/hate-crime re-sampling finds 96% compliance with repeat-victim and communication controls.
- Tenant-data completeness is 98.5% and TSM data-lineage testing confirms a fully reconciled reporting population.

Be Assured treatment: Be Assured closes the remaining material findings only after the evidence has been triangulated with performance, case testing, internal controls and independent assurance. Several expectations remain C2 where minor improvement opportunities persist.

Improvement plan response: All 15 workstreams receive Board sign-off. Residual C2 actions transfer to business-as-usual service plans and remain visible through the Be Assured dashboard and early-warning framework.

6.1 How Be Assured handles the emerging issue

- New evidence is recorded against the relevant regulatory requirements and marked for consultant reassessment.
- The existing indicative assessment is retained until the evidence has been reviewed and triangulated with performance, case testing and control information.
- Where the evidence changes the regulatory conclusion, the affected Specific Expectation is downgraded, held or reopened.
- A new or revised improvement action is created with direct traceability to the evidence and regulatory reference.
- The Board dashboard, trend matrix and improvement-plan status are updated for the next assurance cycle; previously closed actions can be reopened where new evidence warrants it.

7. Improvement programme position

The live improvement plan contains 15 workstreams, of which 15 have completed evidence, assurance and Board sign-off. The plan remains dynamic: new evidence can add a workstream, strengthen an action, hold an expected upgrade or reopen a previously improved area.

ID	Workstream	Assessment	Status	Current quarter position
IMP-001	Stock condition and asset data	C1	Green	Current stock evidence sustained; >5-year surveys 0.8%.; Business-as-usual reconciliation independently sampled.
IMP-002	Repairs control and contractor performance	C1	Green	WIP 3,600; overdue repairs 320.; 97% completion evidence in independent 60-case sample.
IMP-003	Complaints handling and learning	C2	Green	Complaint-handling satisfaction reaches 56%.; 94% quality compliance in independent 40-case sample.
IMP-004	Tenant data, vulnerability and reasonable adjustments	C1	Green	Tenant-data completeness 98.5%.; 97% sampled reasonable adjustments applied correctly.
IMP-005	Tenant influence and scrutiny	C1	Green	Resident outcome tracker embedded in Board reporting.; Participation gaps monitored by protected characteristic and need.
IMP-006	TSM and performance-data assurance	C2	Green	TSM and performance data-lineage testing fully reconciled.; Independent year-end assurance complete.
IMP-007	ASB and hate-crime case quality	C1	Green	Routine ASB/hate-crime QA sustained above 95%.
IMP-008	Domestic-abuse response	C1	Green	Domestic-abuse controls sustained through second independent sample.
IMP-009	Mutual-exchange accessibility	C1	Green	Accessible mutual-exchange service sustained; no material exceptions.
IMP-010	Regulatory assurance and Board reporting	C1	Green	Board dashboard, emerging-risk log and closure protocol embedded as BAU.
IMP-011	Repairs completion-data recovery	C1	Green	Repairs-data reconciliation automated and independently validated.
IMP-012	Resident-experience recovery	C1	Green	Repairs satisfaction 74%; listens-and-acts 68%.; Outcome gaps for residents with additional needs materially narrowed.
IMP-013	Repeat-victim and case-communication controls	C2	Green	Independent re-sampling finds 96% compliance with repeat-victim and communication controls.
IMP-014	Complaints learning quality assurance	C2	Green	Complaint learning and repeat-failure controls pass independent re-sampling.
IMP-015	Adaptations capacity and resilience	C2	Green	Alternative adaptations capacity mobilised.; Cases >100 days reduced from 14 to 3; all high-priority cases within control.

8. Recommended Board actions

- Note the overall indicative Consumer Rating of C1 and the STRONG ASSURANCE – SUSTAINED DELIVERY AND MATURE SELF-CORRECTION Board assurance opinion.
- Approve formal closure of the 15-workstream Regulatory Improvement Plan following completion evidence, assurance and Board review.
- Require residual C2 actions to transfer into business-as-usual service plans with continued Be Assured monitoring and escalation.
- Maintain quarterly Board reporting of Specific Expectation movement, resident outcomes and emerging evidence to guard against assurance drift.
- Retain independent validation of material compliance, data and resident-outcome controls within the annual assurance programme.

9. Conclusion

The hypothetical 12-month journey supports an indicative C1 position. The defining feature is not the absence of issues, but the organisation’s ability to identify them early, evidence their impact, respond proportionately, assure completion and maintain a clear Board line of sight. Be Assured has therefore moved from a recovery tool to an embedded continuous-assurance system.

Appendix 1 – Dynamic Regulatory Improvement Plan

Board assurance rule: activity completion does not close a regulatory finding. Closure requires evidenced delivery, second-line or independent assurance of the intended outcome and formal Board sign-off. New evidence can hold, downgrade or reopen an improved expectation and create a new workstream.

ID	Workstream	Regulatory reference(s)	Assessment	RAG / Status	Delivery progress / controls	Evidence / Assurance of Completion	Board Sign-Off of Completion
IMP-001	Stock condition and asset data	S&Q 2.1.1–2.1.2	C1	Green	**Owner: Director of Homes & Assets** **Target: 31 Oct 2025** • Current stock evidence sustained; >5-year surveys 0.8%. • Business-as-usual reconciliation independently sampled.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-002	Repairs control and contractor performance	S&Q 2.3.2–2.3.5	C1	Green	**Owner: Director of Homes & Assets** **Target: 31 Jan 2026** • WIP 3,600; overdue repairs 320. • 97% completion evidence in independent 60-case sample.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-003	Complaints handling and learning	TIA 2.5.1–2.5.2	C2	Green	**Owner: Director of Customer Experience** **Target: 31 Jan 2026** • Complaint-handling satisfaction reaches 56%. • 94% quality compliance in independent 40-case sample.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-004	Tenant data, vulnerability and reasonable adjustments	TIA 2.1.1–2.1.4	C1	Green	**Owner: Director of Customer Experience** **Target: 31 Oct 2025** • Tenant-data completeness 98.5%. • 97% sampled reasonable adjustments applied correctly.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-005	Tenant influence and scrutiny	TIA 2.2.1–2.2.6	C1	Green	**Owner: Director of Customer Experience** **Target: 31 Oct 2025** • Resident outcome tracker embedded in Board reporting. • Participation gaps monitored by protected characteristic and need.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-006	TSM and performance-data assurance	TIA 2.4.1–2.4.4	C2	Green	**Owner: Director of Governance & Assurance** **Target: 31 Jan 2026** • TSM and performance data-lineage testing fully reconciled. • Independent year-end assurance complete.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-007	ASB and hate-crime case quality	N&C 2.2.1–2.2.5	C1	Green	**Owner: Director of Customer Experience** **Target: 31 Jan 2026** • Routine ASB/hate-crime QA sustained above 95%.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-008	Domestic-abuse response	N&C 2.3.1–2.3.2	C1	Green	**Owner: Director of Customer Experience** **Target: 31 Jul 2025** • Domestic-abuse controls sustained through second independent sample.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-009	Mutual-exchange accessibility	TEN 2.4.1–2.4.4	C1	Green	**Owner: Director of Housing Services** **Target: 30 Jun 2025** • Accessible mutual-exchange service sustained; no material exceptions.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.

ID	Workstream	Regulatory reference(s)	Assessment	RAG / Status	Delivery progress / controls	Evidence / Assurance of Completion	Board Sign-Off of Completion
IMP-010	Regulatory assurance and Board reporting	TIA 2.3.5; TIA 2.6.1	C1	Green	**Owner: Director of Governance & Assurance** **Target: 31 May 2025** • Board dashboard, emerging-risk log and closure protocol embedded as BAU.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-011	Repairs completion-data recovery	S&Q 2.3.2; S&Q 2.3.5; TIA 2.4.3	C1	Green	**Owner: Director of Homes & Assets** **Target: 31 Oct 2025** • Repairs-data reconciliation automated and independently validated.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-012	Resident-experience recovery	S&Q 2.3.3; TIA 2.2.3; TIA 2.5.1	C1	Green	**Owner: Director of Customer Experience** **Target: 31 Jan 2026** • Repairs satisfaction 74%; listens-and-acts 68%. • Outcome gaps for residents with additional needs materially narrowed.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-013	Repeat-victim and case-communication controls	N&C 2.2.3–2.2.5	C2	Green	**Owner: Director of Customer Experience** **Target: 31 Jan 2026** • Independent re-sampling finds 96% compliance with repeat-victim and communication controls.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-014	Complaints learning quality assurance	TIA 2.5.1–2.5.2; TIA 2.4.3	C2	Green	**Owner: Director of Customer Experience** **Target: 31 Jan 2026** • Complaint learning and repeat-failure controls pass independent re-sampling.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.
IMP-015	Adaptations capacity and resilience	S&Q 2.4.1–2.4.2	C2	Green	**Owner: Director of Homes & Assets** **Target: 31 Jan 2026** • Alternative adaptations capacity mobilised. • Cases >100 days reduced from 14 to 3; all high-priority cases within control.	Completion evidence tested; second-line/independent assurance supports closure.	Signed off – Board; transferred to BAU monitoring.

Appendix 2 – Emerging Evidence and Rating Change Log

E6 – 10 December 2025: Adaptations waiting times increase because of contractor capacity

Evidence source: Be Assured Early-Warning Review – Adaptations Capacity

- Average referral-to-install time increases from 62 to 81 days.
- 14 cases exceed 100 days, of which four involve high-priority mobility needs.
- All high-priority cases have interim mitigations and weekly clinical/technical review.
- Alternative contractor capacity is secured within three weeks and the backlog begins to reduce.

Be Assured response: Be Assured records the issue as an emerging service weakness and moves S&Q:2.4.2 from C1 to C2. It does not create a C3 finding because risk triage, interim mitigation and recovery controls are evidenced and effective.

Affected expectations: S&Q:2.4.1; S&Q:2.4.2

Improvement-plan response: IMP-015 is added: adaptations-capacity resilience, alternative supplier mobilisation, ageing thresholds and weekly exception reporting until recovery is sustained.

E7 – 15 January 2026: Independent year-end testing confirms material weaknesses are closed

Evidence source: Independent Year-End Consumer Assurance Review

- A 60-case repairs sample finds 97% complete and traceable completion evidence.
- A 40-case complaints sample finds 94% compliance with root-cause, learning and closure controls.
- ASB/hate-crime re-sampling finds 96% compliance with repeat-victim and communication controls.
- Tenant-data completeness is 98.5% and TSM data-lineage testing confirms a fully reconciled reporting population.

Be Assured response: Be Assured closes the remaining material findings only after the evidence has been triangulated with performance, case testing, internal controls and independent assurance. Several expectations remain C2 where minor improvement opportunities persist.

Affected expectations: S&Q:2.3.2; TIA:2.4.3; TIA:2.5.1; N&C:2.2.3 and cross-cutting controls

Improvement-plan response: All 15 workstreams receive Board sign-off. Residual C2 actions transfer to business-as-usual service plans and remain visible through the Be Assured dashboard and early-warning framework.

Appendix 3 – Quarterly Consumer Assurance Trend to 5 February 2026

This appendix shows the cumulative evidence-based movement in the overall indicative Consumer Rating, the distribution of all 60 Specific Expectations and the direction of travel from the previous reporting point.

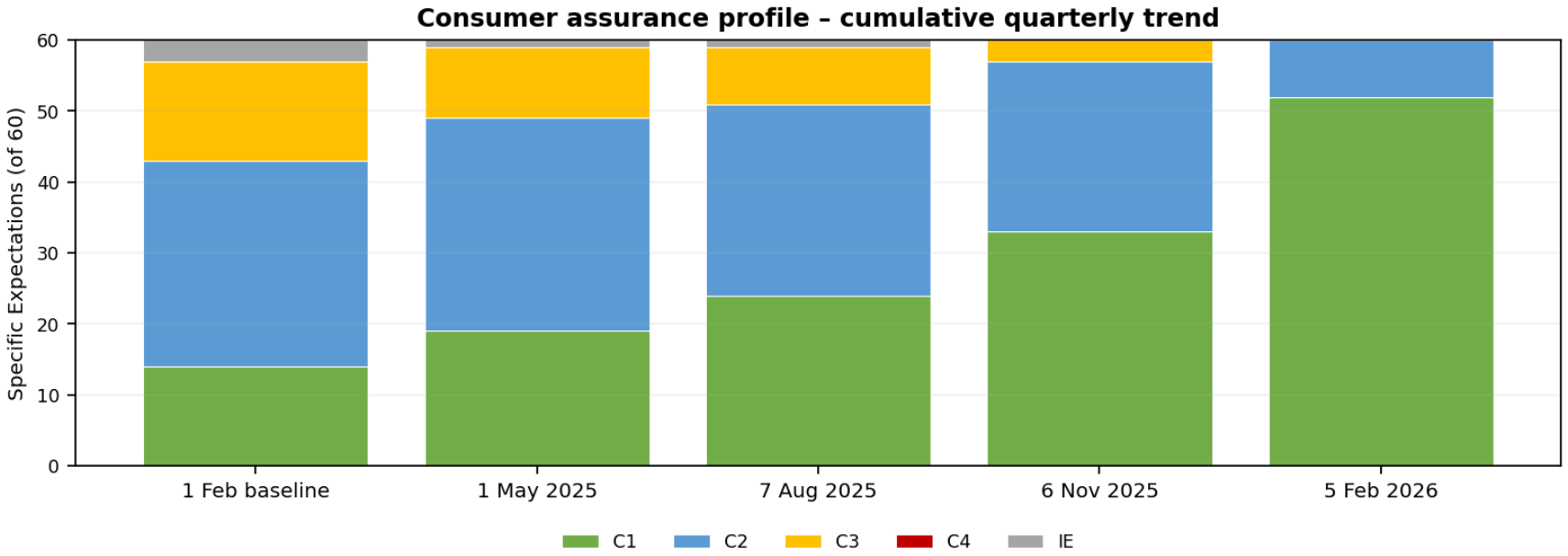
Interpretation rule: the overall indicative Consumer Rating is not an arithmetic average. Material new evidence can hold, worsen or reopen the position even while the majority of Specific Expectations are improving.

Quarterly overall trajectory

Board point	Overall	C1	C2	C3	C4	IE	C1/C2 share	Board-signed off	Direction from last quarter
1 Feb baseline	C3	14	29	14	0	3	43/60 (72%)	0/10	Baseline
1 May 2025	C3	19	30	10	0	1	49/60 (82%)	2/10	Improving
7 Aug 2025	C3	24	27	8	0	1	51/60 (85%)	4/12	Improving
6 Nov 2025	C2	33	24	3	0	0	57/60 (95%)	8/14	Improving
5 Feb 2026	C1	52	8	0	0	0	60/60 (100%)	15/15	Improving

Board interpretation

- All 60 Specific Expectations are now at C1/C2 and the overall indicative rating improves to C1.
- All 15 improvement workstreams have completed evidence, assurance and Board sign-off; closed areas remain subject to business-as-usual monitoring.
- The December adaptations-capacity warning shows that Be Assured continues to identify and manage emerging weakness even as the organisation reaches a strongly assured position.



Specific Expectation trend matrix

The matrix shows the assessment of each Specific Expectation at each Board reporting point. Direction of travel compares the latest position with the immediately preceding reporting point, with reasons recorded where a rating changes.

Specific Expectation – concise description	Reference	Feb baseline	May Board	Aug Board	Nov Board	Feb 2026 Board	Direction from last quarter	Reason for change
Maintain an accurate, up-to-date property-level record of stock condition based on physical assessment.	S&Q:2.1.1	C3	C3	C2	C1	C1	No change	—
Use stock-condition data to inform safety, decency, repairs and improvements, and appropriate allocation of adapted homes.	S&Q:2.1.2	C3	C2	C1	C1	C1	No change	—
Identify and meet all legal health and safety requirements for tenants in homes and communal areas.	S&Q:2.2.1	C1	C1	C1	C1	C1	No change	—
Complete actions arising from legally required health and safety assessments within appropriate timescales.	S&Q:2.2.2	C1	C1	C1	C1	C1	No change	—
Build tenant safety into service design and delivery and take reasonable steps to mitigate identified risks.	S&Q:2.2.3	IE	IE	IE	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Make it easy for tenants to report repairs and maintenance issues.	S&Q:2.3.1	C1	C1	C1	C1	C1	No change	—
Set, communicate and deliver clear timescales for repairs, maintenance and planned improvements.	S&Q:2.3.2	C3	C2	C3	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Keep tenants clearly and promptly informed about repairs, maintenance and planned improvements to their homes.	S&Q:2.3.3	C3	C3	C3	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.

Specific Expectation – concise description	Reference	Feb baseline	May Board	Aug Board	Nov Board	Feb 2026 Board	Direction from last quarter	Reason for change
Understand and fulfil maintenance responsibilities for communal areas.	S&Q:2.3.4	C1	C1	C1	C1	C1	No change	—
Ensure repairs and planned works reflect tenant needs and provide value for money.	S&Q:2.3.5	C3	C3	C3	C2	C2	No change	—
Clearly explain how tenants will be assisted to access housing adaptation services.	S&Q:2.4.1	C1	C1	C1	C1	C1	No change	—
Work with tenants, local authorities and relevant organisations so appropriate adaptation services are available.	S&Q:2.4.2	C2	C1	C1	C1	C2	Deteriorating	Adaptations capacity warning is contained but partnership resilience remains a minor improvement area, so the expectation is held at C2.
Use relevant data to understand diverse tenant needs and assess whether services deliver fair and equitable outcomes.	TIA:2.1.1	C3	C3	C2	C1	C1	No change	—
Ensure tenant communications and information are clear, accessible, relevant, timely and appropriate to diverse needs.	TIA:2.1.2	C2	C2	C2	C1	C1	No change	—
Ensure landlord services are accessible, publicise accessibility, and support tenants to use online services where needed.	TIA:2.1.3	C3	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Allow tenants and prospective tenants to use a representative or advocate in interactions about landlord services.	TIA:2.1.4	IE	C2	C1	C1	C1	No change	—
Give tenants a wide range of meaningful opportunities to influence and scrutinise strategies, policies and services.	TIA:2.2.1	C3	C3	C3	C1	C1	No change	—
Support tenant-led activities that influence and scrutinise landlord strategies, policies and services.	TIA:2.2.2	C2	C2	C1	C1	C1	No change	—
Provide accessible support that meets diverse needs so tenants can take part in influence and scrutiny opportunities.	TIA:2.2.3	C3	C3	C3	C2	C2	No change	—
Support tenants to exercise relevant rights to manage, transfer or undertake housing management functions.	TIA:2.2.4	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Regularly review and tailor landlord services and engagement with tenants, implementing improvements where appropriate.	TIA:2.2.5	C2	C1	C1	C1	C1	No change	—
Consult affected tenants fairly and accessibly at a formative stage on significant landlord or management changes.	TIA:2.2.6	C2	C2	C2	C1	C1	No change	—
Provide accessible information about services, service standards, home safety/quality, charges and landlord/tenant responsibilities.	TIA:2.3.1	C1	C1	C1	C1	C1	No change	—
Provide accessible information about tenants' rights, legal obligations, regulatory requirements and reasonable adjustments.	TIA:2.3.2	C1	C1	C1	C1	C1	No change	—
Communicate progress, next steps and outcomes to affected tenants when delivering landlord services.	TIA:2.3.3	C2	C2	C1	C1	C1	No change	—
Ensure housing and neighbourhood policies are fair, reasonable, accessible and transparent, with criteria and appeals where relevant.	TIA:2.3.4	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Make clear the roles and responsibilities of senior officers, including responsibility for Consumer Standards compliance.	TIA:2.3.5	C1	C1	C1	C1	C1	No change	—
Meet the regulator's requirements for collecting and reporting Tenant Satisfaction Measures (TSMs).	TIA:2.4.1	C1	C1	C1	C1	C1	No change	—
Collect, publish and submit TSM performance information in the required form and timescales.	TIA:2.4.2	C2	C2	C2	C1	C1	No change	—
Ensure TSM information is accurate, reliable, valid and transparent.	TIA:2.4.3	C3	C3	C3	C3	C2	Improving	Independent year-end data-lineage testing closes the material assurance weakness; minor control refinement remains.

Specific Expectation – concise description	Reference	Feb baseline	May Board	Aug Board	Nov Board	Feb 2026 Board	Direction from last quarter	Reason for change
Give tenants accessible information on performance, improvement, use of tenant views, spending and senior remuneration/management costs.	TIA:2.4.4	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Ensure the complaints process is simple, accessible and publicised.	TIA:2.5.1	C3	C3	C3	C3	C2	Improving	Complaint accessibility, quality and learning controls are independently validated; residual minor improvement keeps this at C2.
Give tenants accessible information on making complaints, the process, escalation routes and learning from complaints.	TIA:2.5.2	C2	C1	C1	C1	C1	No change	—
Tell the regulator promptly about material actual or potential non-compliance with the Consumer Standards.	TIA:2.6.1	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Explain the landlord's role in local wellbeing and co-operate with local partnerships and strategic housing functions.	N&C:2.1.1	C1	C1	C1	C1	C1	No change	—
Have a policy for working with relevant organisations to deter and tackle anti-social behaviour.	N&C:2.2.1	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Clearly set out the approach to deterring and tackling hate incidents.	N&C:2.2.2	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Make ASB and hate incidents easy to report and keep tenants informed about case progress.	N&C:2.2.3	C3	C3	C2	C3	C2	Improving	Repeat-victim and communication controls pass independent re-sampling; residual case-consistency work is minor.
Take prompt and appropriate action on ASB and hate incidents using the available tools and legal powers.	N&C:2.2.4	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Support tenants affected by ASB and hate incidents, including appropriate signposting to support agencies.	N&C:2.2.5	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Have a policy for recognising and responding effectively to domestic abuse.	N&C:2.3.1	C3	C2	C2	C1	C1	No change	—
Co-operate with local authority departments to support domestic-abuse strategy and safe-accommodation duties.	N&C:2.3.2	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Co-operate with local authorities to meet local housing need, including homelessness and nominations obligations.	TEN:2.1.1	C1	C1	C1	C1	C1	No change	—
Allocate designated, designed or adapted homes compatibly with their intended purpose and specific needs.	TEN:2.1.2	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Provide tenant-focused services to address under-occupation and overcrowding.	TEN:2.1.3	C2	C1	C1	C1	C1	No change	—
Take action to prevent and tackle tenancy fraud.	TEN:2.1.4	C2	C2	C1	C1	C1	No change	—
Provide a fair, reasonable, simple and accessible appeals process for allocation decisions.	TEN:2.1.5	C2	C2	C2	C1	C1	No change	—
Record lettings and sales as required by the Continuous Recording of Lettings (CORE) system.	TEN:2.1.6	C1	C1	C1	C1	C1	No change	—
Provide services that sustain tenancies or licences and prevent unnecessary evictions.	TEN:2.2.1	C1	C1	C1	C1	C1	No change	—
Give tenants who must move timely advice and assistance on housing options before their tenancy or licence ends.	TEN:2.2.2	C2	C1	C1	C1	C1	No change	—
Publish clear, accessible tenancy-management policies covering tenancy types, fixed terms, reviews, appeals, vulnerability and succession.	TEN:2.3.1	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Grant general-needs tenants the required secure/assured or minimum fixed-term tenancy, subject to permitted exceptions.	TEN:2.3.2	C1	C1	C1	C1	C1	No change	—

Specific Expectation – concise description	Reference	Feb baseline	May Board	Aug Board	Nov Board	Feb 2026 Board	Direction from last quarter	Reason for change
Before a fixed-term tenancy ends, give written notice confirming whether another tenancy will be offered or the tenancy ended.	TEN:2.3.3	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Limit probationary tenancies to the prescribed period and provide reasons and review rights where extended.	TEN:2.3.4	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Protect security of tenure for qualifying existing social tenants who move to another social-rented home.	TEN:2.3.5	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Give tenants temporarily moved for redevelopment or works no less security of tenure when they return.	TEN:2.3.6	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Offer an accessible, fee-free mutual-exchange service giving access to the greatest practicable number of matches.	TEN:2.4.1	C2	C2	C2	C2	C1	Improving	Sustained delivery and assurance testing confirm consistent achievement of the expectation.
Publicise available mutual-exchange services to relevant tenants.	TEN:2.4.2	C2	C2	C2	C2	C2	No change	—
Support tenants who might otherwise be unable to access mutual-exchange services.	TEN:2.4.3	C3	C3	C3	C1	C1	No change	—
Explain the tenure, rent and service-charge implications to tenants seeking a mutual exchange.	TEN:2.4.4	IE	C2	C2	C2	C2	No change	—