

Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating	
Transparency Influence & Accountability	Fairness and respect								
	Registered providers must treat tenants and prospective tenants with fairness and respect.	None provided by RSH	Tenant co-designed Service Standards Pack	Consistent tenant-facing service standards are agreed with tenants, published and embedded across housing services.	Assistant Director (HPS)/ Assistant Director (HS)	31/12/2026	To be started	Green	
			Complete EIA with associated action plan	Equality impacts are assessed, actions are implemented and service changes are tracked to improve fair outcomes.	Assistant Director (HPS)/ Assistant Director (HS)	30/09/2026	To be started	Green	
	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.	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.	Quarterly tenant data-quality audits and targeted campaigns (web, letters, call scripts and front-line prompts) to capture missing profile fields; update processes/forms in CX to require/encourage completion and report progress quarterly.	Tenant profile data becomes more complete and reliable, enabling services and communications to be tailored to diverse needs.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	In Progress	Green	
			Complete EIA with associated action plan	Equality impacts are assessed, actions are implemented and service changes are tracked to improve fair outcomes.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green	
			Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant communications are clearer, more accessible and compliant across key contact points.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green
			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.	Gap Analysis complete and actions identified for resolving any issues identified.	Housing services are easier to access and publicised clearly, with barriers identified and addressed.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green
			Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.	Guidance developed, published and promoted	Tenants understand their right to representation and can access advocacy support when needed.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green
	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.	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.	Increased capacity and specialist knowledge and skills to develop further engagement opportunities	Tenant engagement capacity is strengthened, enabling more meaningful influence and scrutiny of services.	Housing Services Manager	31/07/2026	In progress	Green	
			Clear opportunities identified and published	Published engagement opportunities give tenants clear, regular routes to influence and scrutinise landlord services.	Housing Services Manager	31/08/2026	In progress	Green	
		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.	Guidance developed, published and promoted	Tenant-led scrutiny is supported through a clear framework covering practical, training and funding arrangements.	Housing Services Manager	31/01/2027	To be started	Green	
		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.	Policy being taken to Executive in June 2026, Strategy to be developed thereafter to create clear opportunities for tenants to further influence formally and informally service improvements and delivery	Engagement opportunities include accessible support so tenants with diverse needs can participate effectively.	Housing Services Manager	31/08/2026	In progress	Green	
		Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.	Clear process and information to exercise their rights	Tenants can easily understand and exercise their Right to Manage or Right to Transfer through clear guidance.	Housing Services Manager	31/12/2026	To be started	Green	
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.		Policy being taken to Executive in June 2026, Strategy to be developed thereafter to create clear opportunities for tenants to further influence formally and informally service improvements and delivery	A consistent engagement and scrutiny approach is established and used to improve services based on tenant feedback.	Housing Services Manager	31/08/2026	In progress	Green		
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 when reaching a decision. The consultation must: a) be fair and accessible; b) provide tenants with adequate time, information and opportunities to consider and respond; c) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term, and d) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision.		Following Government announcement in June 2026 set out an options appraisal for consideration of the future for RBC Social Housing	Tenant views inform any future management or landlord change proposals and are evidenced in decision-making.	Assistant Director (HPS)/ Assistant Director (HS)	31/12/2026	In Progress	Green		
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.	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.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant information on services, standards and responsibilities is clearer, more accessible and aligned to identified needs.	Assistant Director (HPS)/ Assistant Director (HS)	31/10/2026	To be started	Green
	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	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant rights and landlord obligations are clearly explained online in an accessible and easy-to-find format.	Assistant Director (HPS)/ Assistant Director (HS)	31/10/2026	To be started	Green
	Registered providers must communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.	Live updates on appointments for repairs	Tenants receive timely repairs updates, improving visibility of progress, next steps and outcomes.	Assistant Director (HPS)	30/06/2026	In progress	Green
	must be fair, reasonable, accessible and transparent. Where relevant, policies should set out decision-making criteria and appeals processes.	Gap Analysis complete and actions identified for resolving any issues identified.	The Tenant Handbook more clearly explains key policies, decision criteria and appeals routes.	Housing Services Manager	31/07/2026	In Progress	Green
	Registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility	Updated Website with clear responsibilities identified	Published leadership information clearly identifies who is accountable for Consumer Standards compliance.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
Performance information							
Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.	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:	Compliance with requirements and uploading of data in line with prescribed timescales	TSM data collection, processing and submission remain compliant, robust and ready for tenant scrutiny.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	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	Compliance with requirements and uploading of data in line with prescribed timescales	Annual TSM assurance confirms the data is accurate, reliable and submitted in line with regulatory	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	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	Annual Report clearly sets out TSM results, actions from previous year and identified actions for the forthcoming year	The Annual Report presents TSM performance and improvement actions clearly in an accessible format for tenants.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	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	Compliance with requirements and uploading of data in line with prescribed timescales	TSM results are submitted to the regulator accurately and within required deadlines.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
		Compliance with requirements and uploading of data in line with prescribed timescales	Published TSM results provide a transparent, accurate and reliable account of landlord performance.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	Compliance with requirements and uploading of data in line with prescribed timescales	Tenants receive clearer information on performance, spending, remuneration and improvement actions.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green	
Complaints							
Registered providers must ensure complaints are addressed fairly, effectively, and promptly.	Registered providers must ensure their approach to handling complaints is simple, accessible and publicised.	Complete annual complaints service review and Housing Ombudsman Code self-assessment; produce an improvement action plan (owners, deadlines) and present performance, themes and compliance findings to Executive.	Complaints assurance is strengthened through annual review, code compliance checks and clear Executive oversight.	Senior Complaints Officer	30/06/2026	COMPLETE	Green
		Complete an end-to-end review of the complaints extensions process and implement a revised standard operating procedure (criteria, approvals and timelines), including a tenant communication template and monthly monitoring/reporting to reduce extensions.	Complaint extensions are reduced through tighter controls, clearer communications and regular monitoring.	Senior Complaints Officer	31/08/2026	In Progress	Green

		Implement a standard extensions update (reason, revised deadline and next contact date) using agreed template wording; complete monthly QA sampling of extended cases and feed learning/actions into the complaints improvement plan to minimise future extensions.	Extended complaints are updated consistently and quality checked so delays are better managed and reduced over time.	Senior Complaints Officer	30/09/2026	In Progress	Green
		Define and implement minimum complaint case-recording standards (required fields and evidence); introduce monthly quality checks/audits and feedback to improve data quality so investigations are impartial and do not rely heavily on Service Managers.	Complaint records become more complete, consistent and evidence-based, supporting fairer investigations and stronger assurance.	Senior Complaints Officer	31/07/2026	In Progress	Green
		Recruit and onboard a Housing Complaints & Quality Officer to strengthen capacity and resilience; agree role profile, training and caseload allocation so the Senior Officer can focus on analysis, learning and service improvement.	Complaints capacity and resilience improve, allowing greater focus on learning, analysis and service improvement.	Senior Complaints Officer	30/06/2026	In progress	Green
		Design, build and deploy complaint case and task functionality in CX (fields, workflows, templates and reporting), including user testing and staff guidance to enable consistent logging and improved drill-down reporting.	CX becomes the single complaints system of record, improving case visibility, consistency and reporting depth.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Scope and deliver a future Tenant Portal phase to give tenants self-service visibility of their complaint status, key updates and outcomes, using CX as the single source once complaint cases/tasks are live.	Tenants gain clearer self-service visibility of complaint progress, updates and outcomes through the Tenant Portal.	Senior Complaints Officer	30/06/2027	In Progress	Green
	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.	Redesign and publish the 2025 Annual Performance & Service Improvement Report in a tenant-friendly format (clear navigation, plain English and accessible design), including 'You said, we did' examples and evidence of learning-led service improvements.	The annual complaints report becomes clearer, more accessible and more meaningful for tenants.	Senior Complaints Officer	30/06/2026	In progress	Green
		Submit the annual complaints report to Executive (June 2026) incorporating the updated Housing Ombudsman Code self-assessment, any changes to the Housing Complaints Standard, and progress against the improvement action plan.	Executive receives a complete annual complaints update covering compliance, performance, themes and improvement progress.	Senior Complaints Officer	30/06/2026	In Progress	Green
		Deliver quarterly tenant communications on complaints performance and learning (KPIs, themes, 'You said, we did/We're doing', how to complain and escalation routes) via agreed channels.	Tenants receive regular updates on complaints performance, learning and routes to raise or escalate concerns.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Strengthen monthly learning meetings with service managers by assigning owners for each upheld learning/recommendation, capturing evidence of completion, and monitoring embedment to reduce repeat issues.	Learning from complaints is tracked to completion with evidence, ownership and stronger service embedment.	Senior Complaints Officer	30/09/2026	In progress	Green
		Benchmark with peer landlords on how they share complaints learning and service improvements with tenants; produce recommendations and implement agreed good practice.	Good practice from peer landlords is used to improve how complaints learning and service changes are shared with tenants.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Develop and deploy a Power BI dashboard for the complaints tracker to provide real-time insight on volumes, themes, root causes, timeliness and outcomes, with month-on-month and year-on-year trend analysis.	Real-time dashboard reporting improves visibility of complaint volumes, themes, timeliness, outcomes and trends.	Senior Complaints Officer	30/09/2026	In Progress	Green
		Complete quarterly root-cause analysis of complaints (by service area and type) and incorporate findings, actions and progress into the annual complaints review.	Root-cause analysis is used consistently to identify patterns, target action and reduce repeat complaint issues.	Senior Complaints Officer	31/03/2027	In Progress	Green
		Maintain an Outstanding Actions Tracker for commitments made in complaint responses, with named owners, target dates, customer updates and completion sign-off.	Actions promised in complaint responses are tracked to completion and residents are kept updated on progress.	Senior Complaints Officer	30/06/2026	In Progress	Green
		Introduce post-closure complaints satisfaction surveys (automated where possible), analyse results regularly, and feed insights into the complaints improvement plan.	Post-complaint feedback is captured and used to improve service delivery and inform TSM-related insight.	Senior Complaints Officer	30/06/2026	In Progress	Green
		Self-referral					
	Registered providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standards.	Maintain an RSH engagement log and material-issue register, with a clear self-referral decision protocol; submit any required notifications within regulatory timescales and provide documented monthly update packs to the Regulator until all actions are closed.	Material issues are tracked, self-referral decisions are evidenced and regulatory updates are submitted on time.				Green