

# L&Q Journey to C1 Plan (2026)

## About this plan

L&Q is a Registered Provider of Social Housing. To make sure that we are meeting the various standards set out for residents' homes and services, we are regulated by the [Regulator of Social Housing](#) (RSH).

The RSH achieves this by measuring our performance against several [regulatory standards](#). In August 2025 we were awarded a C2 rating against the Regulator's Consumer Standard. This standard covers the following four areas of our work:

- **Safety and Quality Standard** – requires landlords to provide safe and good quality homes and landlord services to residents.
- **Transparency, Influence and Accountability Standard** – requires landlords to demonstrate open communication, fairness, and respect between landlord and residents.
- **Neighbourhood and Community Standard** – requires landlords to work with other organisations, groups and authorities to create safe and well-maintained neighbourhoods where residents feel secure in their homes.
- **Tenancy Standard** – requires landlords to let homes responsibly and in line with legislation.

A C2 rating means that we are meeting these standards, but that the RSH found some areas where improvement is needed to achieve the highest C1 rating.

Our Journey to C1 plan sets out what we will do, and how quickly, in order to deliver these improvements.

This plan sets out our intended improvements against seven areas identified by the RSH. It has been agreed by L&Q's [Resident Services Board](#) (RSB), a formal governance group comprising residents who hold us to account.

To ensure that the actions in this plan are delivered in a coordinated way with our wider improvement initiatives, they are collated from our wider suite of plans, including nine Strategic Plans which set out in more detail how we will deliver [Our Future Shape corporate strategy](#). These are available to view in full as part of our [Social Tenant Access to Information Requirements \(STAIRs\) publication scheme](#).

# Improvement initiatives by judgement theme

## Area 1- Home (Stock) Condition

### Regulatory Judgement Finding:

*“There is evidence that L&Q keeps an accurate record of the condition of its homes at an individual property level through physical surveys which includes assessing compliance with the Decent Homes Standard (DHS). Some improvement is needed in how L&Q keeps its stock condition records up to date between physical surveys by using information from a range of relevant sources such as repairs and complaints to maintain a rounded view of condition”*

### Actions taken forward in 2025-26 planning year:

Action	Status
<ul style="list-style-type: none"> <li>Develop a property insight dashboard</li> <li>Refine the home condition survey template</li> <li>Improve the way we coordinate data to prioritise properties requiring inspection</li> </ul>	Ongoing. New approach reviewed by Asset and Development Committee and measured over next 12 months against agreed outputs below.

### Approved strategic initiatives relating to home condition:

<b>Strategic Plan Initiatives (Investment in Homes)</b>
<b><i>Theme 1 - Building knowledge and assurance</i></b>
Each year, we will commission an independent third-party audit of the home condition dataset and investment assumptions to provide Board assurance. The audit will include physical re-inspections on a Group Board-approved sample (minimum 1% of that year’s home condition survey completions). By the end of 2026/27, we will achieve ≥75% pass rate on the physical re-inspection sample within agreed-upon tolerances, and will review the threshold annually.
By the end of 2026/27, we will maintain the Property Insight Dashboard <sup>1</sup> as the single live property dataset, integrating home condition surveys, landlord safety compliance, Energy Performance Certificate (EPC), planned works, repairs and complaints. This will be refreshed and published quarterly. We will also have embedded quarterly ‘insight-to-action’ reviews and an operating rhythm that uses the dashboard to identify problem areas, strengthen property knowledge, and drive proactive interventions, risk-led prioritisation and programme optimisation.
From Q1 2026/27, we will maintain and use the Survey Assurance Dashboard <sup>2</sup> to evidence property condition across all homes by triangulating home condition survey age, repairs patterns, landlord safety compliance status, building-safety indicators and complaints. By the end of 2027/28, we will

<sup>1</sup> A single view of core home information, bringing together home condition surveys, safety compliance, Energy Performance Certificates (EPCs), planned works, repairs and complaints to help identify issues, target action and improve investment decisions.

<sup>2</sup> A dashboard used to provide assurance on home condition, using survey age, repairs patterns, safety compliance, building safety indicators and complaints to prioritise homes for inspection, access action and escalation.

have applied approved Red, Amber, Green (RAG) thresholds to keep Green at or above 95%, reduce Amber to  $\leq 3\%$ , and reduce Red  $\leq 0.5\%$ , then sustain at this level. We will escalate quarterly and target access or inspections for all Red and an agreed share of Amber to evidence “Know Your Homes”.

## Area 2 - Damp and Mould

### Regulatory Judgement Finding:

*“There is evidence that L&Q is managing the risks to its tenants from damp, mould and condensation. Some improvements are needed in how L&Q demonstrates that it is prioritising cases according to risk and how it considers the diverse needs of tenants when undertaking remediation work.”*

*“Some improvements are needed in how L&Q demonstrates that it is prioritising cases according to risk”*

### Actions taken forward in 2025-26 planning year:

Action	Status
<ul style="list-style-type: none"> <li><b>Awaab’s Law Compliance Change Project<sup>3</sup></b> - Developed a new damp and mould severity tool which prioritises cases based on risk</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing compliance reporting with Awaab’s Law</li> <li>Damp and Mould cases managed in line with risk, including factoring in any additional needs that residents may have</li> </ul>

### Approved strategic initiatives relating to damp and mould:

<p><b>Strategic Plan Initiatives (Investment in Homes)</b>  <b>Theme 1- Building knowledge and assurance</b></p> <p>By the end of 2026/27, we will complete the home condition survey template, ensuring 100% of mandatory fields and property information are populated and mapped to Housing Act 2004 Category 1 hazards and Awaab’s Law damp and mould duties; update this within three months of the revised Decent Homes Standard being published, and then review this annually.</p>
<p><b>Strategic Plan Initiatives (Organisational Governance and Control)</b>  <b>Theme 5: Process and Continuous Improvement Programme</b></p> <p>By the end of Q2 2026/27, we will have developed enhanced capability to deliver and report on operational compliance with the Damp and Mould and Emergency Hazard requirements of Awaab’s Law</p>

<sup>3</sup> Change Projects at L&Q are targeted projects delivered as part of our Transformation and Change portfolio, which deliver improvements in a specific area of work.

## Area 3 – Aids and Adaptations

### Regulatory Judgement Finding:

*“L&Q assists its tenants seeking housing adaptations to access appropriate services, but it has identified that improvements are required to ensure that services and communication are consistent across its portfolio”*

### Actions taken forward in 2025-26 planning year:

Action	Status
<p><b>Adaptations Change Project</b> - Full redesign scoped of how we manage Aids and Adaptations including revised Target Operating Model:</p> <ul style="list-style-type: none"> <li>○ Redesign of process and procedure</li> <li>○ Dedicated case management function</li> <li>○ Improved tech to support case management</li> <li>○ Improved communication with residents</li> <li>○ Improved reporting</li> </ul>	<ul style="list-style-type: none"> <li>● Change Project scoped in partnership with internal service expert</li> <li>● Recruitment of new roles to deliver the change commenced</li> </ul>

### Approved strategic initiatives relating to aids and adaptations:

Strategic Plan Initiatives - Organisational Governance and Control
<b>Theme 5 – Process and Continuous Improvement Programme</b>
1. Aids and Adaptations - By the end of 2026/27, we will continue to embed new aids and adaptations process

## Theme 4 - Repairs and Maintenance

### Regulatory Judgement Findings:

1) *“During the inspection, we found evidence of some weaknesses in the provision of the repairs and maintenance service to L&Q’s tenants, particularly for non-emergency repairs. L&Q evidenced recent improvements in the service, but for its non-emergency repairs it continues to manage a small backlog and has not been meeting its own targets for a prolonged period”*

2) *“Some improvements are needed in how L&Q demonstrates that it is prioritising cases according to risk and how it considers the diverse needs of tenants when undertaking remediation work”*

3) *“L&Q also has further work to do so that it can understand whether its repairs service is equitable across its core geographical areas and take appropriate action as a result”*

### Actions taken forward in 2025-26 planning year:

Action	Status
<b>1. Reporting/ Assurance</b> <ul style="list-style-type: none"> <li>Improved reporting &amp; oversight</li> <li>Introduction of a new Key Performance Indicator (KPI) of 'Repairs completed within Service Level Agreement (SLA)' to the Group Balanced Scorecard (GBS) (which gives improved visibility of repairs performance according to priority level)</li> </ul>	<ul style="list-style-type: none"> <li>Reporting gives clear oversight around performance for Service Adjustment Need (SAN) repairs</li> <li>Controls are in place through Work in Progress (WIP) monitoring, management oversight, and adherence to the SAN Standard Operating Procedure.</li> <li>KPI included in GBS for 2026-2031</li> </ul>
<b>2. Considering diverse needs</b> A vulnerability steering group has been set up and has identified four priority Change Projects: <ol style="list-style-type: none"> <li>Residential Personal Emergency Evacuation Plans (RPEEPs)</li> <li>Awaab's Law</li> <li>Allocations</li> <li>Repairs Backlog</li> </ol>	<ul style="list-style-type: none"> <li>Steering Group and reporting lines established</li> </ul>
<b>3. Equity of service across geography</b> <ul style="list-style-type: none"> <li>Governance review has recommended new regional reporting arrangements – which have been agreed</li> <li>Governance review considering appropriate reporting</li> </ul>	<ul style="list-style-type: none"> <li>Monthly monitoring</li> <li>Governance review findings presented to Group Board in March 2026</li> </ul>

### Approved strategic initiatives relating to Service Equity/Service Adjustment Needs:

<b>Strategic Plan Initiative (Organisational Governance and Control)</b> <b>Theme 3 - Service Design</b>
<p>We will implement new service designs that include processes and procedures, and team structures and capabilities. These will align with our Group Target Operating Model to deliver improved end-to-end resident journeys, ensuring clear roles and expectations. Our service designs will inform wider technology, data and information requirements.</p> <p>As part of our Transformation and Change Portfolio, new service designs will be introduced for the following relevant business functions: Routine Repairs, Minor Works and Empty Homes, Major Works, Cyclical Maintenance and Asset Compliance, and Aftercare, Defects and Heat Energy Networks.</p>
<b>Strategic Plan Initiative (Organisational Governance and Control)</b> <b>Theme 4 - Technology Programme</b>
<p>Programme Outcome - We will deliver technology that is cheaper and simpler to maintain and sustain, enabling greater online transaction capability for residents and supporting the delivery of reliable, repeatable and consistent services</p>
<b>Strategic Plan Initiatives (People &amp; Talent)</b> <b>Theme 2 – Inclusive and diverse organisation</b>

From 2026/27, we will continue to work in partnership with Customer Services, Property and Investment, Data and Analytics, and Governance and Transformation on the delivery of the Service Equity plan:

- During 2026/27 and 2027/28, we will improve the level of resident diversity/vulnerability data we hold for each household, to enable us to make informed decisions about the diverse needs of residents when undertaking repairs and remediation works.
- From 2026/7 onwards, we will evidence how data has driven improvements for equitable outcomes for diverse resident needs in respect of repairs and remediation (including damp and mould), and lettings.

## Relevant initiatives in wider plans

### Maintenance Service Run The Business (annual) Plan 2026/27

#### Management Information & Insight

Provide meaningful, reliable, accessible insight to unlock better operational decision-making. Drive a culture of continuous improvement through data-led local operational improvement initiatives.

1. Repairs Management Information (MI) – review the Repairs MI and design an enhanced reporting and assurance framework for breadth of Maintenance Services, including standardised and hierarchical data visualisation by end 2026/27.

2. Service Performance Assurance – design and implement a robust and standardised performance management framework to assure repairs service optimisation, aligned with the wider organisation and inclusive of all Maintenance Services by end 2026/27.

## Area 5 – Anti-Social Behaviour

### Regulatory Judgement Finding:

*“L&Q works in partnership with appropriate partners to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where it provides homes. It recognises that it is an area that requires improvement, particularly in relation to timeliness and regional differences in service levels between its core regions. This is reflected in a low level of tenant satisfaction. L&Q provided evidence that the steps it has taken to address this disparity are having a positive impact, but these improvements need to be sustained”*

### Actions taken forward in 2025-26 planning year:

Action	Status
<ul style="list-style-type: none"> <li>• Implementation of new Anti-Social Behaviour (ASB) Target Operating Model (TOM) with 21 additional posts</li> <li>• ASB satisfaction survey reviewed</li> <li>• Improved performance including customer satisfaction with ASB handling</li> </ul>	<ul style="list-style-type: none"> <li>• Delivered initial service improvements</li> <li>• Resident Services Board (RSB) approved three-year plan</li> <li>• Spotlight on ASB TOM implementation in Q3 internal risk control and assurance framework reporting</li> </ul>

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| <ul style="list-style-type: none"> <li>• Mandatory ASB training implemented</li> <li>• Introduced enhanced quality assurance and monitoring</li> </ul> |  |
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### Approved Initiatives in Strategic Plans relating to ASB:

#### Strategic Plan Initiatives – Service Delivery

##### ***Theme 4 - Keeping residents safe and tackling anti-social behaviour***

Deliver prevention and early intervention on high-risk estates - In 2026/27, we will work with the L&Q Foundation to secure funding to develop targeted interventions aimed to improve the experiences for residents living in high-risk estates so that we can reduce anti-social behaviour (ASB) from occurring. In 2027/28, we will report on the positive outcomes that this partnership work with the L&Q Foundation has created.

Implement effective ASB case management - By Q4 2027/28, we will implement an enhanced ASB case management approach by increasing our resources in the ASB team and embedding reliable, repeatable and consistent service delivery in line with our service standards. In 2027/28, we will explore the use of technology to help support residents report ASB more easily, ensuring residents get a faster, more effective response.

Embed victim-centred support - By Q4 2027/28, We will deliver victim-centred support by increasing safeguarding and support services for ASB victims and improving our partnership referral links with specialist services.

Strengthen partnerships - By Q4 2027/28, we will strengthen our approach to partnership working to prevent ASB and respond collectively with other agencies in local neighbourhoods. By the end of 2026/27, we will provide a presence at stakeholder events in key local authorities with improved partnerships evidenced through the new stakeholder survey results.

#### Strategic Plan Initiatives (Organisational Governance and Control)

##### ***Theme 3 - Service Design Programme***

As part of our Transformation and Change Portfolio, new service designs will be introduced for the following business functions:

- People-related services (Complaints, Housing Management, Allocations and Lettings, Customer Contact, Lease & Home Owner Support, Rent Service Charge & Billing)
- By the end of Q4 2026/27, we will have new designs for service delivery and will start benefit tracking.

#### Strategic Plan Initiatives (Organisational Governance and Control)

##### ***Theme 4 - Technology Programme***

By the end of 2027/28, we will implement new Allocations and Lettings; Tenancy Management, Refunds and resident repairs solutions.

## Area 6 - Complaints

### Regulatory Judgement Finding:

*“We gained assurance that L&Q addresses complaints fairly, effectively and promptly. L&Q is taking steps to improve its complaints analysis so it can continue to use the information to help drive service improvement and outcomes for tenants.”*

### Actions taken forward in 2025-26 planning year

Action	Status
<ul style="list-style-type: none"> <li>Complaints Feedback loop project created</li> </ul>	<ul style="list-style-type: none"> <li>Approach developed</li> </ul>

### Approved Initiatives in Strategic Plans relating to complaints:

Relevant Strategic Plan Initiatives (Investment in Homes)
<p><b>Theme 1- Building knowledge and assurance</b></p> <p>By the end of 2026/27, we will maintain the Property Insight Dashboard<sup>4</sup> as the single live property dataset, integrating home condition surveys, landlord safety compliance, Energy Performance Certificate (EPC), planned works, repairs and complaints. This will be refreshed and published quarterly. We will also have embedded quarterly ‘insight-to-action’ reviews and an operating rhythm that uses the dashboard to identify problem areas, strengthen property knowledge, and drive proactive interventions, risk-led prioritisation and programme optimisation.</p>
<p>From Q1 2026/27, we will maintain and use the Survey Assurance Dashboard<sup>5</sup> to evidence property condition across all homes by triangulating home condition survey age, repairs patterns, landlord safety compliance status, building-safety indicators and complaints. By the end of 2027/28, we will have applied approved Red, Amber, Green (RAG) risk thresholds to keep Green at or above 95%, reduce Amber to ≤3%, and reduce Red ≤0.5%, then sustain at this level. We will escalate quarterly and target access or inspections for all Red and an agreed share of Amber to evidence “Know Your Homes”.</p>
Relevant Strategic Plan Initiatives (Investment in Homes)
<p><b>Theme 5- Resident outcomes, engagement and assurance</b></p> <p>By the end of 2030/31, we will improve Tenant Satisfaction Measure TP04 (Satisfaction that the home is well maintained) performance from 58% to ≥ 65%, by investing in existing homes through Major Works Investment Programme and other targeted planned programmes to lift condition and reduce unplanned failures. This will be supported by clear resident engagement and involvement,</p>

<sup>4</sup> A single view of core home information, bringing together home condition surveys, safety compliance, Energy Performance Certificates (EPCs), planned works, repairs and complaints to help identify issues, target action and improve investment decisions.

<sup>5</sup> A dashboard used to provide assurance on home condition, using survey age, repairs patterns, safety compliance, building safety indicators and complaints to prioritise homes for inspection, access action and escalation.

expectation-setting and effective aftercare. We will also track home condition complaints and escalations to demonstrate a sustained reduction.

### **Relevant Strategic Plan Initiatives (Organisational Governance and Control)**

#### ***Theme 3- Service Design Programme***

We will implement new service designs that include processes and procedures, and team structures and capabilities. These will align with our group target operating model to deliver improved end-to-end journeys, ensuring clear roles and expectations. Our service designs will inform wider technology, data and information requirements.

- As part of our Transformation and Change Portfolio<sup>6</sup>, new service designs will be introduced for the following business functions: Complaints, Housing Management, Allocations and Lettings, Customer Contact, Lease & Home Owner Support, Rent Service Charge & Billing.
- By the end of Q4 2026/27, we will implement new designs for service delivery, and start benefit tracking.

### **Relevant Strategic Plan Initiatives (Organisational Governance and Control)**

#### ***Theme 4 - Technology Programme***

We will deliver technology that is cheaper and simpler to maintain and sustain, enabling greater online transaction capability for residents and supporting the delivery of reliable, repeatable and consistent services

- By the end of 2028/29, we will implement technology solutions for further processes identified through Service Design (including Complaints handling). These solutions will ensure integration with other core platforms, delivering functionality to support service delivery
- By the end of 2028/29, we will commence discovery, requirements gathering and procurement planning - for a cloud-based, omnichannel contact centre solution (integrated with core strategic platforms) and to enable enhanced digital channels, leveraging AI for intelligent routing, speech analytics, chatbots, and self-service, informed by Service Design.

### **Relevant initiatives in wider plans relating to complaints:**

#### **Customer Service and Revenue Run the Business (annual) Plan 2026/27**

##### **Insight and Analysis / Learning loop**

This initiative directly supports the Service Delivery Strategic Plan, specifically, the initiative relating to Conversational Intelligence. Additionally, this activity provides assurance to the Regulator of Social Housing of how we are taking steps to improve our complaints analysis so we can continue to use the information to help drive service improvement and outcomes for tenants.

- We will analyse resident feedback and performance data to generate actionable insight from complaints, Housing Ombudsman determinations, resident engagement and service delivery data.

<sup>6</sup> Our Transformation and Change Portfolio is a collection of programmes and projects designed to ensure that we are delivering reliable, repeatable and consistent services for residents.

- Through use of Conversational Intelligence and quality assurance, we will focus on points across end-to-end resident journeys, ensuring improved resident satisfaction levels and service delivery within service level agreement.
- This initiative will develop tools and establish practices needed to embed insight led continuous improvement and learning on root cause of complaints. By identifying and addressing the root cause of complaints, we will embed a culture of continuous improvement, strengthening capability and improving resident outcomes.
- A programme of work is already scheduled this year spanning Customer and Property Services. Projects are at various stages from discovery, implementation through to embedding.

Review of the Complaint Action Task (CAT) process leading to continuous improvement opportunities, targeted learning and development and Standard Operating Procedure improvements, as well as Generation of insight into CAT delivery improvement opportunities across Property and Customer Services.

## Area 7 – Resident Engagement

### Regulatory Judgement Finding:

*“L&Q takes tenants’ views into account in its decision making about how services are delivered, and provides a wide range of meaningful opportunities for tenants to influence and scrutinise the landlord at strategic and operational levels. Some elements of L&Q’s resident engagement activity, such as resident assemblies, are still evolving and will need to be embedded to ensure they lead to improved outcomes which can be evidenced.”*

### Actions taken forward in 2025-26 planning year

Action	Status
<ul style="list-style-type: none"> <li>• Independent review of code of conduct by TPAS</li> <li>• Assemblies Development paper presented to Executive.</li> <li>• Embedding of assemblies an element of governance review.</li> <li>• Commissioned independent evaluation of impact of resident involvement programme</li> </ul>	<ul style="list-style-type: none"> <li>• Complete, new volunteer agreement with refreshed conduct requirements to be implemented April 2026</li> <li>• Governance review to report to Group Board in March 2026</li> <li>• Evaluation report to be presented to RSB in May 2025</li> <li>• N.B. All these actions have been completed.</li> </ul>

### Approved Initiatives in Strategic Plans relating to Resident Engagement:

Relevant Strategic Plan Initiatives (Organisational Governance and Control)
<p><b>Theme 2 - Improving resident involvement and democracy</b></p> <p>We will continue to develop the resident assembly concept to ensure it:</p> <ul style="list-style-type: none"> <li>• Is fully knitted into board decision making cycles</li> </ul>

- Produces meaningful outcomes that influence L&Q
- Forges ongoing connections between leadership, board members and residents.

We will continue to develop the approach to evaluating and reporting on resident involvement and communicating impact to residents and other stakeholders to:

- Maximise impact

Evidence and build confidence in the benefits of the approach. (Annual plans developed, external support alternate years)