

Appendix

Housing and Asset Management Service Improvement Plan – update

A Service Improvement Plan was created in 2024, evolving from a previous Action Plan, and highlighted various projects and activities designed to enhance service delivery for our tenants. This plan has developed over the last 12 months as activities have been completed, and new projects have come on stream.

Below is a summary of the completed activities and an overview of the next phase of project delivery. The improvement achievements have been categorised as follows;

Strategy Framework

- **Housing Strategy:** Approved by Cabinet in February 2025, this refresh focusses on bringing together priorities outlined in the Corporate Plan with other strategies covering Housing Services, and looks at the national and local context against a backdrop of fundamental change both nationally and locally.
- **Asset Management Strategy compass:** Approved by Cabinet in July 2025, this highlights the framework setting out how we will plan to fully utilise assets held within the Housing Revenue Account (HRA), how all Council housing will achieve the Decent Homes Standard and how all dwellings are to meet climate standards.
- **Housing Delivery Plan:** Approved by Cabinet in July 2025, this details the recent achievements with regards to adding to the HRA housing stock (including delivering 57 more units than our initial targets over the past three years), the methodology for how the Council will build or acquire more housing going forward and the risks associated with this.

Additional Capacity

There has been significant recruitment drive over the last 12 months to ensure key personnel are in place to improve service delivery. This includes;

- **Operatives:** Our direct labour force has been increased by 20FTE, which enables more repairs to be completed by in-house staff. This reduces the reliance on contractors and has given more control of scheduling. The recruitment drive focussed on multi-skill operatives, giving the scheduling team more flexibility when planning work and reducing the need for repeat visits. Since the recruitment of more operatives, our customer satisfaction levels have improved, including;
 - Satisfaction on the time taken to complete a repair has increased from 63% to 72%
 - overall satisfaction with the repairs services has increased from 71% to 74%
- **Multi-skilled team Leaders:** two operatives were promoted into these new positions in 2024, which has provided more supervision on the front line and created a useful link back to head office on gaps in performance delivery.
- **Assistant Director Asset Management and Development:** Joined in late 2024, leads the Asset Management team, providing direction to the team with regards

to planned maintenance programmes, Decent Homes Standards, elements of compliance and the development of new properties.

- **Capital Works Manager:** Joined in late 2024, manages the Capital Works team to provide efficient and effective council housing and public building safety and improvement services. This includes the oversight of compliance aligned to Fire Risk Assessments (FRA) and asbestos.
- **Compliance Assurance Officer:** Joined in July 2025, supports the Capital Works Manager in ensuring all council properties (HRA and General Fund) are fully compliant with all Health and Safety requirements aligned to FRA and asbestos as specified in relevant legislation.
- **Change Delivery Manager:** Joined in 2024, supports teams to improve service delivery.
- **Housing Performance Manager:** Internally promoted in 2024, leads on the collection, collation, verification and analysis of data from a range of diverse sources to support operational and strategic decision making.
- **Asset Systems and Data Officer:** Joined in 2024, manages and reports on the Councils assets to enable programme and business planning of our 30-year investment.
- **Technical Administrator:** Joined in 2024, provides support to management on the day-to-day administration of disrepair and damp and mould.
- **Housing Complaints Officer:** Joined in July 2025, has been recruited to support our journey in developing an open approach to complaints handling, driving forward analysis of complaints data and developing a lessons-learned approach that will help transform services and improve customer satisfaction.
- **Senior Inspector - Damp & Mould:** Joining us in August 2025, will be focussing on ensuring the principles within the refreshed Damp & Mould policy are adhered to.
- **Tenant Data Collation Officer:** A temporary post has been created to identify and complete gaps in our data within the housing management system. This will enable us to more effectively capture tenants' preferences for contact, in addition to any disabilities or language assistance they require to effectively access our services.
- **Senior Asset Project Officer:** Will be joining us in September to focus on capital works projects, which includes Decent Homes, compliance and any special projects (e.g. the quarry and Bramcote leisure centre).
- **Head of Health and Safety, Compliance and Emergency Planning:** was recruited to this new Head of Service Role, replacing a Health Safety and emergency Planning Officer position. The team was further strengthened with the addition of two additional officers to augment the section and strengthen the council's ability to ensure full Health and Safety compliance across the Housing and General fund estate.

Systems

Investment has been made to improve our systems that enable colleagues to provide a better service to our tenants. This includes;

- **Landis telephony platform:** this was introduced in April 2025 and provides invaluable management insight on call activity, including waiting times, abandonment rates and call duration. Managers can now move resource to improve service delivery during peak periods and, through the ability to listen to calls, and resolve issues in real-time. Since the launch of Landis;
 - the average waiting time for a tenant call to be answered is currently 1 minute 27 seconds
 - the abandonment rate has reduced from 12% to 9% of calls
- **Total Mobile scheduling and Asset Management system:** Approved by Cabinet in July 2025, the team are preparing for the configuration, testing and cutover of this new system. Once launched, the system will enable;
 - Auto-scheduling of visits to the most suitable operatives based on resource / skill matching.
 - A web portal for all sub-contractors, removing the need to email and update through manual intervention.
 - A web portal for tenants, giving customers the opportunity to raise, reschedule and track repair appointments, instead of having to call the contact centre.
 - All H&S checks, such as FRA and asbestos to be completed, captured and reported.
 - Comprehensive coverage of stock condition data to support decision-making and develop proactive and predictive maintenance plans.
- **Risk Hub:** soon to be introduced, this will support FRA compliance across our stock. It enables real-time tracking of the FRA actions distributed to colleagues and external partners and will help to enhance our regulatory compliance efficiently.

Policy, procedure and process

Alongside the recruitment drive and system investment, colleagues have been reviewing policies and procedures to remove waste and improve efficiency. This includes;

- **Disrepair process:** a review and refresh of the procedures to manage disrepair took place in September 2024. The review focussed on improving the robustness of claims response and the administration of live cases. Since the review, the number of live disrepair cases has dropped from over 100 to 22.
- **Recharges Policy:** Approved by Cabinet in May 2025, the revised policy sets out the refreshed criteria under which the Council may recharge the tenant or the leaseholder when remedial work is carried out, which has arisen following a breach of the Tenancy or Leaseholder Agreement. The team have initially focused on lock changes and void clearances to test process and procedure.
- **Damp and Mould Policy:** Also on this Cabinet agenda for final approval, the policy reflects the changes to legislation aligned to Awaab's Law, highlighting how

the Council will address all emergency and Damp and Mould hazards that present a significant risk of harm to tenants within fixed timeframes. Led by the new Senior Inspector, it is expected that Damp and Mould cases will be managed in a more proactive and preventative way.

- **Repairs Policy:** Soon to be shared with Cabinet, the purpose of this policy is to establish a clear, consistent, and tenant-focused framework for delivering a repairs service that protects the health, safety, and wellbeing of residents while maintaining the long-term integrity and value of the Council's housing assets. With the recent launch of the NATFED schedule of rates, the upcoming introduction of Total Mobile and actions implemented from the recent stores review, the expectation is that service delivery in this area will continue to improve over the coming months.
- **Complaints:** The Complaints Panel consisting of tenants and leaseholders meets quarterly to discuss complaint handling. The new Housing Complaints Officer will be providing analysis and insight to the Panel and Managers, ensuring that learning points are actioned.
- **Tenant Engagement:** The established Housing Influence Panel goes from strength to strength, providing useful feedback on refreshed policies, holding senior managers to account and being the Voice of the Customer for other tenants. Also, an engagement framework is soon to be launched which will identify all the ways in which we communicate with tenants and how we are to remove barriers to improve engagement.

Compliance

Although there is still work to do in this area, a significant amount of action has been implemented to improve our position on the 'big 6' compliance areas, including;

- **Gas Servicing:** to improve assurance, a daily report has been created that highlights any properties that may potentially go out of compliance. This enables the team to focus on these properties to gain access quickly. The Compliance Manager continues to work closely with our legal team to help when access has become difficult. Since April 2025 all properties are 100% compliant.
- **Electrical testing:** The team have been working hard to communicate with tenants about the importance of gaining access to complete the tests. Learning from Gas Servicing, daily reports have been created and the close liaison with legal has helped. We are now at 97% compliance, compared to 84% last year. Re-wires are now predominantly delivered through the void process to minimise disruption to our tenants.
- **Asbestos:** we have been focussing closely on our statutory duty of ensuring all communal areas within our Independent Living Schemes have been surveyed (with any high-risk issues mitigated). To improve good practice (non-statutory), we are working with contractors to increase the number of surveys in our dwellings and mitigate any high-risk issues. Approximately 22% of dwellings have been surveyed, an increase of 8% over the last six months. Any intrusive work via our capital works programme has a Refurbishment and Demolition survey completed beforehand. All surveys are entered onto the asbestos register, held with our partners at MCP (the aspiration is to move the register onto Total Mobile). We are also reviewing the information captured in the Housing

Management System to ensure operatives have up-to-date asbestos data aligned to each repair job. All relevant staff have been programmed into annual refresher training on asbestos awareness and safe working practices. We are also at the final stages of sending communications to our tenants regarding asbestos awareness.

- **Fire Safety Management:** colleagues continue to work with our contractors to ensure all FRAs are completed and remedial actions implemented. 100% of the Council Housing stock has a risk assessment in place. Our partner, Savills, have been tasked with reviewing all FRAs across the stock and will complete this by the end of October. We are soon to launch Risk Hub, which will enable real-time tracking of the FRA actions distributed to colleagues and commissioned to external partners and will help to enhance our regulatory compliance efficiently. We have also recruited McConnells to complete remedial action.
- **Legionella:** weekly, monthly and annual testing continues within our statutory blocks, with all sites having a relevant risk assessment in place. A programme of works has been developed and implemented to address the remedial actions highlighted. Over 70% of these actions have now been completed. The remaining actions have been allocated to our contractor for completion.
- **Lift Operations and Lifting Equipment Regulations:** Each asset has a 6-monthly / annual service inspection, with any corrective actions allocated to our contractor. 100% compliance has been achieved. A replacement schedule is now in place, with two lift refurbishments completed recently. These replacements / refurbishments will be completed in good time.
- **Decent Homes Survey:** A full decent homes survey was commissioned in 2024, with half the stock surveyed in 2024, and the remaining surveys due to be completed in 2025/6 to ensure data on stock quality is accurate and up to date at individual property level and any defects are programmed for remedial action.

Finally, all colleagues are working closely with Tuesday Hanley, our Head of Health, Safety, Compliance and Emergency Planning to learn from and improve process following assurance checks being implemented. Tuesday has also helped to refresh a number of cross-cutting risk assessments aligned to repairs and asset management.

Next steps

A refreshed Service Improvement Plan has been created in-light of the recent feedback from the Housing Quality Network mock inspection. The table below gives an overview of the actions to improve service delivery further.

RSH STANDARD	OUTCOME REQUIRED	ACTION	Priority	Target Date
Safety & Quality (S&Q)	Health & Safety Compliance	Review of the governance and associated structure aligned to compliance.	HIGH	August
S&Q	Health & Safety Compliance	Development and implementation of a written and clear interim action plan to resolve the issues in areas not yet achieving full compliance (e.g. FRA action implementation , full electrical compliance and Asbestos survey completion).	HIGH	August
ALL	Accurate record-keeping / Knowledge and Information Management (KIM)	Review of the governance, structure procedures and quality assurance testing aligned to record-keeping / KIM	HIGH	December
ALL	Accurate record-keeping (KIM)	Development and implementation of a written and clear action plan to resolve the issues aligned to KIM	HIGH	December
S&Q	Governance & Accountability	Strengthen the scrutiny of Housing, Repairs and Asset Management performance.	HIGH	December
S&Q	Repairs and Maintenance	Ensure the Damp and Mould policy is fully resourced to enable all desired action aligned to Awaab's Law.	HIGH	October
ALL	Documentation	Utilising the Housing Quality Network document list, compile a matrix of key service documents, and ensure all are up-to-date, regularly reviewed and easy to identify when required.	HIGH	October
S&Q	Stock Quality	Development and implementation of a written and clear interim action plan to resolve the issues aligned to Stock Condition Surveys.	HIGH	December
ALL	Governance & Accountability	Implementation of Total Mobile software system.	HIGH	March

S&Q	Governance & Accountability	Offer Cabinet members training on Regulator and Health & Safety responsibilities	MEDIUM	December
S&Q	Stock Quality	Continue with the development of the 2025-2030 asset management strategy. Developed from and aligned to the stock condition survey and the future investment program.	MEDIUM	September
S&Q	Stock Quality	Clearly demonstrate that the current indicative future investment program and the more accurate program developed from the full stock condition survey is deliverable within the financial constraints of the HRA.	MEDIUM	September
S&Q	Stock Quality	Develop a clear and evidenced plan and program to achieve EPC band C by 2030, ensuring that this can be fully funded under the HRA business plan	MEDIUM	December
S&Q	Repairs and Maintenance	Re-draft of the Repairs Policy, ensuring consistency in delivery (from the customer's perspective). Policy to ensure; <ul style="list-style-type: none"> Repair standards are communicated and complied with (inc time taken to respond, messaging to confirm appointments, reminders, etc). both the Repairs policy and relevant processes within Asset Management align, support and compliment (one part of a cohesive service) 	MEDIUM	December (on-going)
S&Q	Housing Adaptations Service	Review the service– agree clear service measures with tenants, implement and monitor service delivery	MEDIUM	March
ALL	Clear Strategic Direction	Ensure the housing strategy is fully adopted, including actions for meeting standards in Council Homes and Allocations / Lettings Identify any other strategies required and develop a plan to create these.	MEDIUM	March

ALL	Effective Staff	Development and implementation a strategy and action plan to improve staff engagement and good working culture. .	MEDIUM	December
Transparency, Influence and Accountability (TIA)	Complaints	Utilising the new Complaints Officer, improve performance in responding to complaints on time. Consider; <ul style="list-style-type: none"> · introducing a triage process so that the really urgent / pressing complaints are managed first · increasing accountability for staff involved · use of phone calls at start of complaint journey to help speed up resolution · shorter, more personal responses taking accountability 	MEDIUM	December
TIA	Complaints	Improve the current system of identifying and recording learning from complaints.	MEDIUM	December
TIA	Household Data	Develop a clear plan for collection and use of tenant data and ensure there is a tested process so that any changes required to Capita are easily implemented in a timely way.	MEDIUM	March
Neighbourhoods & Community (N&C)	Neighbourhoods	Develop the current system of estate walkabouts – ensuring there is; <ul style="list-style-type: none"> · a regular schedule in place · monitoring of attendance and issues identified/ follow up actions delivered · a clear and tested process so that any changes required to Capita are easily updated · good publicity captured and shared <p>Build on and develop cross section working with Community Safety, Environment and Environmental Health to improve the safety, cleanliness and environmental quality of neighbourhoods.</p>	MEDIUM	March

Tenancy	Service Standards	Develop a clear lettable property standard, and publish it for tenants	MEDIUM	March
ALL	Policies	Create a definitive list of policies that either need updating or creating and... <ul style="list-style-type: none"> Rank the list in order of risk create an action plan to deliver (Review and ensure signed off up-to-date policies are in place for all key service areas including: H&S compliance, repairs, lettings, etc). 	low	December
ALL	Policies	Ensure the policy review process is implemented so that policies are reviewed every 3 years and updated/ readopted/ replaced as required. Process to include tenant engagement on changes	low	December
ALL	Procedures	Create a definitive list of procedures that either need updating or creating. <ul style="list-style-type: none"> Rank the list in order of risk create an action plan to deliver (Review and ensure signed off up-to-date procedures are in place for all key service areas including H&S compliance, repairs, lettings, etc). 	low	December
Tenancy	Service Delivery	Improve management of void properties – to support providing homes to more people (considering the recommendations from Tenant Influence Panel review)	low	March
Tenancy	Tenancy Support	For learning purposes, consider introducing an annual report on tenancy outcomes (sustainability), identifying; <ul style="list-style-type: none"> number of evictions / not evicted but bailiff stage number tenancies that are failing Introductory tenancies that are subsequently abandoned 	low	March
Tenancy	Right-sizing	Consider reporting on numbers of tenants who are overcrowded or under-occupying (by more than one room) to support work in	low	March

		right-sizing and meeting tenants' needs		
TIA	Tenant Engagement	Agree a schedule of priority areas for involved tenants to review	low	October (ongoing)
N&C	Neighbourhoods	Work with Housing Influence Panel to continue to develop / review existing or create new service standards e.g for lettings, neighbourhoods	Low	March