

Appendix

Service Improvement plan – Key Activities

The Council's focus remains on delivering safe, high-quality homes for our residents. It is committed to learning from the inspection and demonstrating progress. The Council will continue to work closely with the Regulator as officers continue to implement actions within the Service Improvement Plan over the coming months. The plan focuses on a number of activities to improve service delivery, including:

	Action	Update
Compliance	<ul style="list-style-type: none"> Review the governance and associated structure aligned to compliance 	<ul style="list-style-type: none"> Recommendations paper submitted to GMT Next steps to be agreed by March 2026
	<ul style="list-style-type: none"> Development and implementation of a written and clear interim action plan to resolve the issues aligned to FRA and Asbestos 	<ul style="list-style-type: none"> Action plans for both FRA and asbestos have been developed and currently being implemented
	<ul style="list-style-type: none"> Clarify the responsibility of C3 actions from EICR services - and implement the process 	<ul style="list-style-type: none"> Added as an agenda item for the Housing Improvement Board (HIB) in March 2026
	<ul style="list-style-type: none"> Ensure there is external and internal auditing for the 'Big 6' (including Co2 and Fire) 	<ul style="list-style-type: none"> External and internal auditing in place for Gas and EICR. Replication for other compliance streams to be developed by May 2026
	<ul style="list-style-type: none"> Create a safety performance report for frequent review 	<ul style="list-style-type: none"> Performance reports for FRA, Gas, EICR, Legionella and LOLER now in place Report for asbestos to be developed by May 2026
Knowledge and Information	<ul style="list-style-type: none"> Review of the governance, structure and procedures aligned to record-keeping / KIM 	<ul style="list-style-type: none"> Added as an agenda item for HIB in March 2026

	Action	Update
Management (KIM)	<ul style="list-style-type: none"> Development and implementation of a written and clear action plan to resolve the issues aligned to KIM 	<ul style="list-style-type: none"> To be developed following guidance from HIB
	<ul style="list-style-type: none"> 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 system are easily implemented 	<ul style="list-style-type: none"> Investigation currently taking place on how data within iPlans can be linked with Capita system
	<ul style="list-style-type: none"> Strengthen the scrutiny of Housing, Repairs and Asset Management performance 	<ul style="list-style-type: none"> Detailed performance reports are now being shared with Housing Improvement Board. This gives the Portfolio Holder for Housing more information to scrutinise performance of Housing and Asset Management
	<ul style="list-style-type: none"> Create a definitive list of policies and procedures that either need updating or creating 	<ul style="list-style-type: none"> To commence in July 2026
	<ul style="list-style-type: none"> For learning purposes, consider introducing an annual report on tenancy outcomes 	<ul style="list-style-type: none"> To commence in July 2026
	<ul style="list-style-type: none"> Development and implementation of a written and clear action plan to fully understand the diverse needs of all our tenants so we can tailor services to meet needs 	<ul style="list-style-type: none"> Colleagues continue to contact our tenants to check that their records are up to date. Officers have now contacted over 1,800 General Needs tenants (an increase of 300 since last month's update). The aim is to reach out to all relevant tenants by 31 May 2026.

	Action	Update
	<ul style="list-style-type: none"> Improve performance / learning in responding to complaints 	<ul style="list-style-type: none"> Standard agenda item at the quarterly Housing Management Team performance meeting Discussions taken place with the Complaints Group (aligned with the Housing Influence Panel) on how we can learn from complaints and implement changes Planning meeting arranged with the following: <ul style="list-style-type: none"> Head of Democratic Services Complaints and Compliments Officer Housing Services and Strategy Manager Change Delivery Manager Housing Performance Manager
	<ul style="list-style-type: none"> Improve the visibility of reporting on analysis and associated service improvements. This includes TSM action plan being published for tenants online 	<ul style="list-style-type: none"> TSM information can be found on the website and is also shared via current communication channels TSM action plan progress report to be sent to the Housing Influence Panel for feedback in May '26
	<ul style="list-style-type: none"> Implementation of Total Mobile Solutions 	<ul style="list-style-type: none"> Final Statement of Works to be signed-off by the end of February 2026 Internal resource plan to be approved by HIB March 2026 Reset meeting with Total Mobile to be scheduled for end of March 2026
Asset Management and Development	<ul style="list-style-type: none"> Continue with the implementation of the 2025-2030 asset management strategy. Developed from and aligned to the stock condition survey and the future investment program 	<ul style="list-style-type: none"> Asset Management 'away-day' completed with colleagues to review progress of the strategy, identify barriers that are restricting progress and opportunities for improvement A further 140 stock condition surveys have been completed since last month's update

	Action	Update
	<ul style="list-style-type: none"> Review the adaptations service – agree clear service measures with tenants, implement and monitor service delivery 	<ul style="list-style-type: none"> To commence in July 2026
Housing	<ul style="list-style-type: none"> Refresh the new Damp and Mould Policy so that the timescales are presented better 	<ul style="list-style-type: none"> Policy to be refreshed and approved via the relevant governance process by end of March 2026
	<ul style="list-style-type: none"> Ensure the Damp and Mould Policy is fully resourced to enable all desired action aligned to Awaab's Law 	<ul style="list-style-type: none"> Interim senior inspector has been in position for the last four months with plan to make this position permanent
	<ul style="list-style-type: none"> Implement estate walkabouts as promised 	<ul style="list-style-type: none"> Currently reviewing best-practice examples from other authorities to ascertain next steps
	<ul style="list-style-type: none"> Develop a clear lettable property standard, publish for tenants 	<ul style="list-style-type: none"> Standard recently approved at Cabinet and currently being implemented
	<ul style="list-style-type: none"> Improve management of void properties – to support providing homes to more people (considering the recommendations from Housing Influence Panel review) 	<ul style="list-style-type: none"> In-house tracker system developed that gives colleagues an overview of pinch-points within the process to then implement mitigation
	<ul style="list-style-type: none"> Improve the information available for tenants reporting ASB and hate crime, to enable the Council to take prompt and appropriate action 	<ul style="list-style-type: none"> Website search terms have been simplified The link to the Housing section is more prominent on the home page Further communications being developed to highlight improvements and achievements

	Action	Update
Staff engagement	<ul style="list-style-type: none">Develop and implement a staff engagement and behaviour guidance document / code of conduct (aligned to the upcoming additional Standard) that defines expected behaviours and engagement principles aligned to organisational values (including continuous improvement)	<ul style="list-style-type: none">Meeting scheduled with the Assistant Director of Housing and Assistant Director of Asset Management to plan next steps
	<ul style="list-style-type: none">Complete a service-wide training needs analysis and produce a role-based training needs matrix (e.g. operatives) in preparation for the upcoming additional Standard	<ul style="list-style-type: none">Being developed as part of the appraisal process
	<ul style="list-style-type: none">Introduce mechanisms to improve team cohesion and collaboration	<ul style="list-style-type: none">Meeting scheduled with the Assistant Director of Housing and Assistant Director of Asset Management to plan next steps