

## 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:

	<b>Action</b>	<b>Update</b>
<b>Compliance</b>	<ul style="list-style-type: none"> <li>Review the governance and associated structure aligned to compliance</li> </ul>	<ul style="list-style-type: none"> <li>Recommendations paper has been approved by GMT</li> <li>Cabinet report to be presented on 30 June 2026 regarding the recruitment to the Director post. Once concluded, consultation on proposed compliance changes can commence</li> </ul>
	<ul style="list-style-type: none"> <li>Development and implementation of a written and clear interim action plan to resolve the issues aligned to FRA and Asbestos</li> </ul>	<ul style="list-style-type: none"> <li>Action plans for both FRA and asbestos have been developed and are currently being implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Clarify the responsibility of C3 actions from EICR services - and implement the process</li> </ul>	<ul style="list-style-type: none"> <li>Meeting scheduled with Assistant Director of Asset Management and Development to agree next steps</li> </ul>

	Action	Update
	<ul style="list-style-type: none"> <li>Ensure there is external and internal auditing for the 'Big 6' (including Co2 and Fire)</li> </ul>	<ul style="list-style-type: none"> <li>The 2026/27 Internal Audit Plan includes the following: <ul style="list-style-type: none"> <li>Asbestos risk management</li> <li>Fire risk management</li> <li>Complaints reporting and responses</li> <li>Community engagement</li> <li>Tenancy records management</li> <li>Rents</li> <li>Lettings</li> <li>Tenancy sustainment</li> </ul> </li> <li>External scrutiny to be arranged for Asbestos and Fire</li> </ul>
	<ul style="list-style-type: none"> <li>Create a safety performance report for frequent review</li> </ul>	<ul style="list-style-type: none"> <li>The safety performance report has been created and is to be shared with HIB monthly</li> </ul>
<b>Knowledge and Information Management (KIM)</b>	<ul style="list-style-type: none"> <li>Review of the governance, structure and procedures aligned to record-keeping / KIM</li> </ul>	<ul style="list-style-type: none"> <li>Initial discussions have taken place regarding data quality options</li> <li>Slight delay in progress with this action due to other priorities</li> <li>However, elements of this will be aligned to the Total Mobile project and tenant data project</li> </ul>
	<ul style="list-style-type: none"> <li>Development and implementation of a written and clear action plan to resolve the issues aligned to KIM</li> </ul>	<ul style="list-style-type: none"> <li>To be developed following guidance from HIB</li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Investigation currently ongoing on how data within iPlans can be linked with Capita system</li> <li>Demo from Capita to be scheduled for June</li> </ul>

	<b>Action</b>	<b>Update</b>
	<ul style="list-style-type: none"> <li>Strengthen the scrutiny of Housing, Repairs and Asset Management performance</li> </ul>	<ul style="list-style-type: none"> <li>Detailed performance reports continue to be shared with Housing Improvement Board. This gives the Portfolio Holder for Housing more information to scrutinise performance of Housing and Asset Management</li> <li>Quarterly report will be shared with Governance and Standards to enhance the scrutiny of activity within the Service Improvement Plan.</li> </ul>
	<ul style="list-style-type: none"> <li>Create a definitive list of policies and procedures that either need updating or creating</li> </ul>	<ul style="list-style-type: none"> <li>To commence in July 2026</li> </ul>
	<ul style="list-style-type: none"> <li>For learning purposes, consider introducing an annual report on tenancy outcomes</li> </ul>	<ul style="list-style-type: none"> <li>To commence in July 2026</li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Officers have contacted a further 600 General Needs tenants since the last update, meaning a remaining 540 are to be contacted.</li> </ul>
	<ul style="list-style-type: none"> <li>Improve performance / learning in responding to complaints</li> </ul>	<ul style="list-style-type: none"> <li>Standard agenda item at the quarterly Housing Management Team performance meeting</li> <li>Regular discussions taking place with the Complaints Group (aligned with the Housing Influence Panel) on how we can learn from complaints and implement changes</li> <li>Additional recruitment proposed to increase resource in complaints handling</li> </ul>

	Action	Update
	<ul style="list-style-type: none"> <li>Improve the visibility of reporting on analysis and associated service improvements. This includes Tenant Satisfaction Measures (TSM) action plan being published for tenants online</li> </ul>	<ul style="list-style-type: none"> <li>TSM information can be found on the website and is also shared via current communication channels</li> <li>TSM action plan progress report to be sent to the Housing Influence Panel for feedback in June 2026</li> </ul>
	<ul style="list-style-type: none"> <li>Implementation of Total Mobile Solutions</li> </ul>	<ul style="list-style-type: none"> <li>Final Statement of Works have been signed off</li> <li>Internal resource plan approved by HIB</li> <li>Reset meeting with Total Mobile completed</li> <li>Data gathering activity commenced</li> </ul>
<b>Asset Management and Development</b>	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>A further 114 stock condition surveys have been completed since the last update, with a remaining 540 to be completed.</li> </ul>
	<ul style="list-style-type: none"> <li>Review the adaptations service – agree clear service measures with tenants, implement and monitor service delivery</li> </ul>	<ul style="list-style-type: none"> <li>To commence in July 2026</li> </ul>
<b>Housing</b>	<ul style="list-style-type: none"> <li>Refresh the new Damp and Mould Policy so that the timescales are presented better</li> </ul>	<ul style="list-style-type: none"> <li>Policy has been refreshed and approved via the relevant governance process</li> <li>Website and tenant comms has now been updated</li> </ul>
	<ul style="list-style-type: none"> <li>Ensure the Damp and Mould Policy is fully resourced to enable all desired action aligned to Awaab's Law</li> </ul>	<ul style="list-style-type: none"> <li>Interim senior inspector embedded within the team. Permanent resources currently being reviewed.</li> </ul>

	Action	Update
	<ul style="list-style-type: none"> <li>Implement process improvements aligned to estate walkabouts</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing best-practice examples from other authorities to ascertain how to improve current process</li> <li>Pilot to commence in July 2026</li> </ul>
	<ul style="list-style-type: none"> <li>Develop a clear lettable property standard, publish for tenants</li> </ul>	<ul style="list-style-type: none"> <li>Standard recently approved at Cabinet and currently being implemented</li> </ul>
	<ul style="list-style-type: none"> <li>Improve management of void properties – to support providing homes to more people (considering the recommendations from Housing Influence Panel review)</li> </ul>	<ul style="list-style-type: none"> <li>In-house tracker system developed that gives colleagues an overview of pinch-points within the process to then implement mitigation</li> </ul>
	<ul style="list-style-type: none"> <li>Improve the information available for tenants reporting ASB and hate crime, to enable the Council to take prompt and appropriate action</li> </ul>	<ul style="list-style-type: none"> <li>Website search terms have been simplified</li> <li>The link to the Housing section is more prominent on the home page</li> <li>Further communications being developed to highlight improvements and achievements</li> </ul>
<b>Staff engagement</b>	<ul style="list-style-type: none"> <li>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)</li> </ul>	<ul style="list-style-type: none"> <li>Meeting scheduled with the Assistant Director of Housing and Assistant Director of Asset Management and Development to plan next steps</li> <li>Employee survey launched</li> </ul>
	<ul style="list-style-type: none"> <li>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</li> </ul>	<ul style="list-style-type: none"> <li>Being developed as part of the appraisal process</li> <li>Annual 'training needs' spreadsheet currently being refreshed following appraisals</li> </ul>

	<b>Action</b>	<b>Update</b>
	<ul style="list-style-type: none"><li>• Introduce mechanisms to improve team cohesion and collaboration</li></ul>	<ul style="list-style-type: none"><li>• Meeting scheduled with the Assistant Director of Housing and Assistant Director of Asset Management and Development to plan next steps</li><li>• Recent collaborative activities (e.g. distribution of fire safety information / reduction of fire safety actions) implemented</li></ul>