Code	Action	Priority	RAG	Lead Officer	Target Date	Project Plan required?	Progress	RSH judgement feedback	We know we will have achieved this when…
SIP 01(a)	**Implement the approved restructure, filling critical posts and establishing clear roles, responsibilities and reporting lines to strengthen compliance and service delivery.**	High		Rachel	31/10/2026	No	Cabinet approved the restructure on the 30th June 2026. Action taking place to implement (e.g. consultation / job adverts / interviews)	Fire safety: a lack of clarity about the length of time the outstanding remedial actions (3000+) had been open, as well as a lack of evidence of mitigations in place while these actions remain outstanding. Compliance data quality: Lack of assurance of data quality across areas of health and safety. Lack of clarity on the responsibility of C3 actions from EICR services	Critical posts are filled, staff understand their roles and responsibilities, governance and reporting arrangements are operating effectively, and the service has the capacity and capability to deliver regulatory requirements, improve performance and achieve better outcomes for tenants.
SIP 01(b)	**Implement Fire Risk Assessment (FRA), asbestos and smoke / heat / Carbon Monoxide (CO) action plans to… * improve the accuracy and completeness of compliance data (aligned with KIM actions) * mitigate outstanding actions * maintain statutory compliance * ensure the agreed remedial actions are completed within timescales**	High		Darren	30/09/2026	Yes	Action plans for FRA, asbestos, smoke etc have been developed and are currently being implemented.	Fire safety: a lack of clarity about the length of time the outstanding remedial actions (3000+) had been open, as well as a lack of evidence of mitigations in place while these actions remain outstanding. Compliance data quality: Lack of assurance of data quality across areas of health and safety.	Statutory compliance is maintained, outstanding and overdue compliance actions have been reduced to agreed levels, remedial actions are completed within target timescales, compliance data is accurate and reliable, and tenants have confidence that their homes are safe.
SIP 01(c)	**Implement an independent auditing and assurance framework for Fire Safety, Asbestos and smoke / heat / CO compliance by the agreed date (reflecting Gas, EICR, Legionella and LOLER). Introduce additional lines of defence through dip-sampling and sub-contractor assurance reviews (where appropriate).**	High		Tuesday	31/12/2026	No	Meeting scheduled for 11/09/26 to agree the scope and the methodology of the required audits.	Compliance data quality: Lack of assurance of data quality across areas of health and safety.	Independent assurance confirms that statutory compliance is being maintained, compliance data is accurate and reliable, contractor performance is effectively monitored, and identified issues are promptly addressed through robust audit, assurance and oversight arrangements.

SIP 02	**Implement a Tenant Insight and Inclusion Plan to improve our understanding of the diverse needs of all tenants. The plan to include the collection, maintenance and use of tenant data and protected characteristic information. This insight will be utilised to tailor services, improve equitable access to services and engagement opportunities, and demonstrate fair and equitable outcomes for tenants.** **The plan to align with key improvement activities within the Service Improvement Plan (e.g. Total Mobile) and ensure activities cut across relevant functions, including;** *** customer services** *** complaints** *** repairs** *** damp and mould** *** anti-social behaviour**	High		Kim D	31/12/2026	Yes	AC and KD met on the 14/07/2026 to formulate the plan. More detailed plan has been drafted.	Compliance data quality: Lack of assurance of data quality across areas of health and safety. Stock Condition: Lack of accurate and up to date information on the quality of all of its tenants' homes (including any potential hazards in homes). Engagement activities: Due to the lack of data on its tenants, we cannot provide equitable access to tenant engagement activities. does not hold data on the protected characteristics of its tenants	We have a comprehensive understanding of the diverse needs of our tenants, supported by accurate and up-to-date tenant data, and can demonstrate that services are being tailored to meet those needs. Tenants are able to access services and engagement opportunities equitably, service improvements are informed by tenant insight, and outcomes are consistent with the Regulator of Social Housing Consumer Standards and improvements in relevant Tenant Satisfaction Measures.
SIP 03	**Implement a Knowledge and Information Management (KIM) improvement plan to enhance data governance, data quality and reporting. The plan to align with key improvement activities within the Service Improvement Plan.**	Medium		Andy	31/12/2026	Yes	AC and KD met on the 14/07/2026 to formulate the plan. More detailed plan has been drafted.	general feedback from RSH	Data is accurate, complete and trusted, governance arrangements are embedded, performance reporting supports effective decision-making, and information is consistently used to improve services, demonstrate compliance and deliver the outcomes set out in the Service Improvement Plan.
SIP 04	**Strengthen governance and scrutiny of Housing and Asset Management services. This will be achieved through various channels including;** *** enhancing the level of detail within performance reports (including ensuring the annual Housing report has the desired level of performance information)** *** sharing detail with Housing Improvement Board, Governance, Audit and Standards, and Cabinet for scrutiny** *** providing Member training on regulatory and health and safety responsibilities**	Medium		Rachel	30/09/2026	No	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 Some positive activities have been implemented, including minuted meeting with Portfolio holder Monthly report being shared with Cabinet Quarterly reports being shared with GAS. Member training to be organised	general feedback from HQN	Members receive meaningful performance and compliance information, governance bodies provide effective scrutiny and challenge, regulatory and health and safety responsibilities are clearly understood, and there is demonstrable assurance that housing services are delivering safe, compliant and continuously improving outcomes for tenants.

							External Consultant re-hired on 6 month basis		
SIP 05	**Strengthen tenant influence and scrutiny through the Housing Influence Panel (HIP) by; * agreeing with HIP and implementing a performance reporting framework * revisiting and agreeing with HIP an annual programme of service reviews * working with HIP to develop and review service standards for key housing services**	Medium		Kim D	30/09/2026	No	AC and KD met on the 14/07/2026 to formulate the informal plan. Performance reporting framework has been agreed (shared in HIP update at HIB on 13/08/2026).	general feedback from HQN	Tenants have meaningful opportunities to influence housing services, the Housing Influence Panel is actively scrutinising performance and reviewing priority service areas, service standards are shaped by tenant feedback, and there is clear evidence that tenant views are informing service improvements and positive changes in customer outcomes.
SIP 06	**Implement a complaints improvement plan to; * improve complaints responded to within target timescales * improve Tenant Satisfaction Measures relating to complaints handling (Peer median: 93.9%) * establish a system to capture and act on learning from complaints * ensure tenants can easily access information on how to raise a complaint.**	Medium	-	Jeremy	31/12/2026	Yes	AC and JW met on the 21/07/2026 to formulate the plan. More detailed plan has been drafted.	Diverse needs: does not fully understand the diverse needs of all its tenants. no evidence of a formal plan or targets for how we will collect data for all tenants. does not hold data on the protected characteristics of its tenants unable to proactively tailor services to meet all tenants' needs, or demonstrate that tenants are receiving fair and equitable outcomes (relies on tenants to inform of additional needs when they report a repair or require another service).	Complaints are responded to within target timescales, tenant satisfaction with complaints handling has improved, lessons learned from complaints are consistently used to improve services, and tenants can easily access information and have confidence that their concerns will be listened to and acted upon.

SIP 07	**Develop and implement a Tenant Satisfaction Measures (TSM) Improvement Plan to support delivery of this Service Improvement Plan (focussing on any gaps) and improve customer outcomes. Publish the TSM Action Plan, TSM results and progress updates to demonstrate how tenant feedback is driving service improvements.**	Medium	-	Kim D	31/12/2026	yes	TSM information can be found on the website and is also shared via current communication channels AC and KD met on the 14/07/2026 to formulate the plan. More detailed plan requires drafting.	We also found weaknesses in the council's approach to collecting and providing performance information to tenants; there was limited performance information accessible for tenants to scrutinise the housing service's performance	Tenant Satisfaction Measures have improved in priority areas, the TSM Improvement Plan is embedded within delivery of the Service Improvement Plan, tenants can see how their feedback has influenced service improvements, and TSM results, action plans and progress updates are regularly published to demonstrate transparency, accountability and improved customer outcomes.
SIP 08	**Implement Total mobile to improve the delivery and management of repairs and maintenance services, strengthen compliance monitoring, enhance data quality and operational efficiency, and provide better information to support asset management, investment forecasting and service improvement.**	Medium		Andy	31/03/2027	yes	Project team and goverance established Data gathering exercise commenced 'Plan on a page' created by TM Workshops arranged / commenced for config and system overview	Compliance data quality: Lack of assurance of data quality across areas of health and safety. Stock Condition: Lack of accurate and up to date information on the quality of all of its tenants' homes (including any potential hazards in homes). Complaints: limited evidence of how we identify and share lessons learnt	Repairs and maintenance services are delivered more efficiently, compliance information is available in real time, data quality has improved, operational processes are streamlined, and managers are able to use trusted information to support asset management, investment planning, performance reporting and improved outcomes for tenants.
SIP 09	**Continue delivery of the 2025–2030 Asset Management Strategy, using stock condition data to prioritise investment, inform repairs and maintenance programmes, and support long-term asset planning and forecasting to improve the quality, safety and sustainability of homes.**	Medium		Darren	31/12/2026	No	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 220 stock condition surveys have been completed New Housing Development Manager recruited	general feedback from RSH	Investment decisions are informed by accurate stock condition data, homes remain safe and well maintained, repairs and maintenance programmes are delivered effectively, asset performance and future investment needs are better understood, and there are improvements in the quality of homes, compliance outcomes and relevant Tenant Satisfaction Measures.
SIP 10	**Implement and resource the Damp and Mould Policy to ensure compliance with Awaab's Law, including the timely identification, assessment and resolution of damp and mould cases, supported by clear performance measures and regular monitoring of service delivery and outcomes.**	Medium		James	31/12/2026	No	Interim senior inspector has been recruited to whilst the restructure is being implemented. Review of D&M currently taking place, with findings to be shared at September HIB.	(example) Stock Condition: Lack of accurate and up to date information on the quality of all of its tenants' homes (including any potential hazards in homes).	Damp and mould cases are identified, assessed and resolved within required timescales, compliance with Awaab's Law can be demonstrated, performance is routinely monitored and reported, and tenants have confidence that concerns about damp and mould are taken seriously and addressed promptly and effectively.
SIP 11	**Implement an estate walkabout improvement plan, with clear processes for recording and resolving issues, accurate updating of housing records, and regular communication of outcomes and improvements to tenants.**	Medium		Kim D	31/12/2026	yes	Currently reviewing best-practice examples from other authorities to ascertain how to improve current process Pilot to commence in Sept 2026	Stock Condition: Lack of accurate and up to date information on the quality of all of its tenants' homes (including any potential hazards in homes).	Estate walkabouts are taking place regularly, issues identified during visits are recorded and resolved in a timely manner, housing records are accurate and up to date, and tenants can see and understand the improvements made as a result of their feedback and involvement.

SIP 12	**Implement an ASB Improvement Plan by to; * improve tenant awareness and reporting * ensure timely and appropriate case management * improve Tenant Satisfaction Measures relating to neighbourhood management and the Council's contribution to neighbourhoods. Establish clear performance and assurance arrangements to monitor response times, outcomes and customer satisfaction.**	Medium		Louise	31/12/2026	Yes	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 Meeting with AC and LG arranged for 09/09/26 to refresh the plan	ASB: the accessibility of information available for tenants reporting ASB and hate crime, and how we take prompt and appropriate action. there are weaknesses in the accessibility of information available for tenants reporting ASB and hate crime, and how it is assured that it is taking prompt and appropriate action	Tenants understand how to report anti-social behaviour, cases are responded to and managed within agreed timescales, residents are satisfied that appropriate action is being taken, and there are measurable improvements in Tenant Satisfaction Measures relating to neighbourhood management and the Council's contribution to neighbourhoods. Robust performance and assurance arrangements provide confidence that ASB cases are being managed effectively and consistently.
SIP 13	**Implement a People and Culture Development Programme to establish clear behavioural expectations, develop workforce skills and competencies, and improve collaboration across housing services, ensuring employees are equipped to meet regulatory standards, deliver high-quality services and support continuous improvement.**	Medium		Kim D	31/03/2027	yes	AC to meet with KD to plan the next steps	Internal feedback	Employees understand the behaviours expected of them, have the skills and competencies required for their roles, and work collaboratively across services to deliver consistent, high-quality outcomes for tenants. Workforce development is embedded within the service, regulatory expectations are met, and there is evidence of continuous improvement in performance, culture and customer satisfaction.
SIP 14	**Implement a policy documentation review by the agreed date, including a complete register of required documents and a review process to ensure all policies are reviewed, updated, adopted or replaced at least every three years.**	Low		Andy	31/03/2027	No	To commence in October 2026	general feedback from HQN	A complete and up-to-date register of housing policies and procedures is in place, policies are reviewed and approved within agreed timescales, staff can easily access current documents, and there is assurance that governance, compliance and service delivery are supported by clear, relevant and regularly updated policies.
SIP 15	**Review and improve the adaptations service by the agreed date, establishing clear service standards and performance measures with tenants, and monitoring delivery, timeliness and customer satisfaction to improve outcomes for residents requiring adaptations.**	Low		Darren	31/03/2027	yes	AC to meet with Assistant Director of Asset Management to plan the next steps	general feedback from HQN	Tenants have helped to define the standards they can expect from the adaptations service, adaptations are delivered within agreed timescales, performance is routinely monitored, customer satisfaction has improved, and residents can demonstrate that adaptations have enabled them to live safely, independently and comfortably in their homes.

SIP 16	**Develop and implement an annual tenancy sustainability report by the agreed date to monitor tenancy outcomes, identify trends and inform service improvements, including analysis of evictions, cases progressing to bailiff stage, failing tenancies, and introductory tenancies that are subsequently abandoned.**	Low		Louise	31/03/2027	No	AC to meet with LG to agree the next steps	general feedback from HQN	The Council has a clear understanding of tenancy outcomes and the factors contributing to tenancy failure, with trends regularly reported and used to inform service improvements. There is evidence of early intervention and support being targeted effectively, resulting in improved tenancy sustainment and better outcomes for tenants.