

# Integrated Housing Improvement Action Plan May 2026



### **Intended Outcomes – Summary**

- Stronger accountability and more credible oversight from members and tenants
- Clearer governance, faster decisions, and more coherent assurance
- Better visibility of compliance position, risks, and improvement priorities
- More consistent tenant-focused culture, capability, and professional practice
- More effective, victim-centred ASB response and partnership working
- More stable leadership and clearer strategic direction for housing improvement

### **Key Milestones – Summary**

- Refresh the housing governance and assurance framework, including roles, scrutiny, and challenge
- Establish a Strategic Housing Improvement Board with integrated RAG and risk reporting
- Develop and share a clear consumer standards compliance position, including evidence and residual risks
- Refresh the ASB and hate incident policy and formalise neighbourhood partnership protocols
- Create a regulator-readiness resource and embed audit and external assurance activity
- Confirm the landlord operating model, strengthen competency training, and refresh the Housing Strategy

# 1. Governance, Leadership and Assurance

Ref	Intended Outcome	Key Milestone
GL-001	Stronger accountability and credible tenant and member oversight of landlord performance.	Refresh housing governance and assurance framework - define roles (councillors/senior officers/tenants), scrutiny and escalation routes, and map compliance and tenant safety assurance to the three lines of defence.
GL-002	Clear oversight, faster decision-making, and coherent assurance to councillors and tenants.	Establish a Strategic Housing Improvement Board with clear terms of reference, decision rights, and one integrated RAG- and risk-based reporting pack covering consumer standards, HRA sustainability, and peer challenge actions.
GL-003	Audit-ready evidence and faster response to scrutiny or regulation.	Create an evidence library with document control for consumer standards compliance, featuring versioning, owners, KPIs, audits, tenant communications, and links to policies, processes and policy register.
GL-004	Clear policy governance, timely review of core documents, and more consistent decision-making.	Create policy register with defined approval/consultation routes, review cycles and early review triggers for each policy; run policy principles workshops.
GL-005	Transparent understanding of compliance position and improvement priorities.	Develop a corporate-wide approach to sharing the council's consumer standards and safety compliance position (inc. Awaab's Law) - with evidence library, residual risks, and improvement actions - and publish a summary for tenants and councillors.
GL-006	Stronger compliance insight, earlier response to emerging issues, and more effective assurance reporting.	Implement compliance scorecards for key compliance programmes (including Awaab's Law metrics); establish a documented horizon scanning process and integrate into governance and risk reporting.
GL-007	More consistent, victim-centred ASB response and better outcomes.	Refresh the ASB and hate incident policy and operating model - including risk assessment, case management standards, partnership escalation, and victim support pathways.
GL-008	Improved readiness for inspections and external assurance.	Create a regulator readiness resource - governance narrative, policies, dashboards, tenant engagement evidence, and line of sight from risks to actions - and refresh quarterly.
GL-009	More consistent culture focused on tenants, compliance and continuous improvement.	Deliver an internal communications and culture programme for the landlord service - celebrating improvements, reinforcing consumer standards expectations, and supporting consistent ways of working across teams and partners.

# 1. Governance, Leadership and Assurance

Ref	Intended Outcome	Key Milestone
GL-010	Consistent professional practice and reduced reliance on ad-hoc knowledge.	Implement a compliance and landlord competency training framework (training plan, mandatory qualifications, and refresher cycles), with an overall training matrix and role-based requirements for staff with Safety and Quality responsibilities
GL-011	Better-informed challenge and shared understanding of expectations.	Implement a structured learning and development programme for councillors and tenant representatives on landlord responsibilities, consumer standards, regulatory environment, and scrutiny skills.
GL-012	Independent assurance on tenant engagement and consumer standards compliance, with timely identification and mitigation of gaps.	Embed consumer standards compliance and tenant engagement effectiveness into the Council's internal audit programme and consider further external independent review of progress against LGA Peer Challenge findings.
GL-013	Early identification and mitigation of the most material risks to tenants and the HRA.	Create single housing risk register to capture operational, regulatory and safety risks (building safety, compliance, disrepair, data) with mitigations and escalation triggers; run desktop assurance exercise; embed approach to horizon scanning.
GL-014	Readiness for new regulatory requirements and early identification of capability or conduct gaps.	Prepare for introduction of Competence and Conduct Standard through completion of scoping exercise and gap analysis in ahead of implementation of the standard.
GL-015	More effective multi-agency problem-solving and reduced repeat ASB.	Formalise neighbourhood partnership protocols (Police, community safety, safeguarding, health) - including information sharing, escalation routes, and joint problem-solving for hotspots.
GL-016	Stable leadership, clearer decision-making, and improved delivery grip.	Confirm permanent senior leadership and operating model for the landlord function
GL-017	Clear strategic direction and measurable priorities that align governance, investment and service improvement activity.	Refresh the Housing Strategy (2022-27) to align priorities, targets and delivery plans with consumer standards, updated stock condition/investment needs, and HRA affordability - including measurable outcomes and annual review.

### **Intended Outcomes – Summary**

- Safer homes through stronger control of fire, electrical, water, and other compliance risks
- Faster and more reliable response to damp, mould, and disrepair
- Greater confidence in compliance reporting through independent assurance and live visibility
- Better quality asset data to drive investment, planning, and operational decisions
- More predictable planned maintenance and reduced backlog in non-decency issues
- Clearer long-term investment priorities that improve home quality and value for money

### **Key Milestones – Summary**

- Deliver fire safety remedial actions and strengthen the fire safety management system
- Refresh the Damp and Mould Policy and implement a disrepair reduction approach
- Commission external compliance audits and implement a compliance management system
- Evidence a compliant water hygiene programme and recover to sustained 100% EICR compliance
- Publish a joint Housing Adaptations Policy and implement a deliverable planned maintenance programme
- Complete the stock condition survey programme and refresh the asset management and investment strategy

## 2. Asset management, investment, safety and compliance

Ref	Intended Outcome	Key Milestone
AM-001	Resolution of known outstanding fire safety matters within stock	Produce a programme of works for the delivery of the recommended fire safety remedial actions at St Cedd's Court
AM-002	Faster, safer resolutions and reduced repeat damp and mould cases.	Achieve sign-off of refreshed Damp and Mould Policy, taking into account the measures outlined in Awaab's Law
AM-003	Independent assurance, earlier identification of gaps, and improved confidence in reported compliance.	Appoint external health and safety compliance reviews to provide independent audits of landlord compliance.
AM-004	More reliable compliance data, stronger audit trail, and earlier correction of data quality issues.	Commission and complete independent validation across compliance datasets; implement documented reconciliation cycle (ownership, frequency, exceptions, controls); introduce routine data reviews and staff training for accurate, auditable records.
AM-005	Real-time compliance visibility and stronger assurance.	Procure and implement a management system covering statutory compliance areas with automated alerts, dashboards and audit trails, including contractor data export/integration and secure shared access/portal functionality.
AM-006	Timely, accurate repairs data flow into council systems, with stronger oversight and auditability.	Set repairs contractor data standards; implement automated export/integration into council systems; establish secure shared portal for real-time updates and auditing, with data transfer protocols included in contract terms.
AM-007	More reliable delivery against agreed budgets and improved value for money.	Strengthen budget management for repairs and capital delivery - including clearer profiling, spend controls, and corrective actions to address underspends and delivery capacity.
AM-008	Reduced health risks and demonstrable compliance with water safety duties.	Evidence that a compliant water hygiene programme is in place with new contractor, including governance and oversight mechanisms.
AM-009	Clear control of fire risks and improved assurance to members and tenants.	Update fire safety management system - including FRA completion, actions, assurance reporting and tenant information aligned to safety responsibilities. Add controls for FRA report receipting, with remedial timescales starting from receipt date.

## 2. Asset management, investment, safety and compliance

Ref	Intended Outcome	Key Milestone
AM-010	Tenants and staff have access to accurate communal boiler information, reducing risk and improving communication.	Identify all communal boiler locations and affected tenants; implement an accessible display method (appropriate to building/tenant needs) with a control to ensure updates on renewal; introduce quarterly spot-checks and exception reporting.
AM-011	Stronger control of the gas compliance programme, with real-time visibility, audit trail, and reduced reliance on manual spreadsheets.	Create council-owned gas programme dataset (status, appointments, no-access/escalations); implement real-time platform/portal integrated to AMS/compliance system with audit trail; stop emailed spreadsheets and introduce exception reporting.
AM-012	Fair, timely adaptations and better use of adapted stock.	Agree and publish a joint Housing Adaptations Policy with OT/ASC, including governance, eligibility, timescales, and management of adapted properties.
AM-013	More predictable planned works delivery and reduced backlog.	Create a deliverable planned maintenance and cyclical programme (including decorations) with realistic capacity, tenant comms, and clear dependencies on stock condition outputs.
AM-014	Improved home standards and reduced non-decency backlog.	Create a decency recovery plan - including identification, prioritisation, funding, and delivery plan to reduce non-decent homes and track progress.
AM-015	Reliable data to drive planning, operational delivery, and transparent reporting.	Strengthen asset database - integrate stock condition data, compliance, repairs history, EPC and planned works; set data governance; implement reconciliation cycle and exception reporting; deliver guidance/training for auditable records.
AM-016	Reduced disrepair cases and associated costs, improved tenant outcomes.	Implement a disrepair policy and disrepair reduction plan - including early intervention, risk-based prioritisation, legal case learning, and monthly reporting of liabilities and trends.
AM-017	Improved tenant safety and clear compliance assurance.	Deliver a recovery plan to achieve and sustain 100% EICR compliance, including a no-access escalation pathway and legal enforcement where required, with prioritisation of access to and completion of properties outside the five-year cycle.
AM-018	Accurate asset data to plan decency, compliance, and investment.	Complete stock condition survey programme to full coverage and rolling refresh cycle; implement data quality controls including independent validation/sample checks before system upload and documented reconciliation/QA procedures.

## 2. Asset management, investment, safety and compliance

Ref	Intended Outcome	Key Milestone
AM-019	Clear investment priorities and a deliverable programme that improves home quality.	Refresh the Housing Asset Management Strategy and a costed, prioritised investment programme aligned to updated stock condition and decency needs (including damp and mould, energy efficiency, and component replacement).
AM-020	Clear strategic direction, defined assurance responsibilities, and stronger control of statutory compliance risks.	Commission and approve Compliance Strategy covering statutory compliance areas and three lines of defence; set regulatory obligations and safety objectives; include deliverable plan with owners/dates and define evidence for delivery/assurance.

### **Intended Outcomes – Summary**

- Greater transparency and trust through clearer publication and progress reporting
- Stronger tenant influence over priorities, budgets, and service improvement
- Better learning from complaints, service failures, and near-misses
- More meaningful and visible tenant involvement in decision-making and scrutiny
- Broader and more representative tenant participation
- Services and contracts that better reflect tenant needs and expectations

### **Key Milestones – Summary**

- Publish the Peer Challenge report, action plan, tenant summary, and regular progress updates
- Embed a service learning loop through the complaints structure and tracked improvement actions
- Introduce a structured tenant-facing HRA budget engagement and scrutiny approach
- Publish a quarterly tenant dashboard covering repairs, complaints, compliance, and TSMs
- Strengthen tenant engagement structures, feedback loops, training, and access to information
- Improve inclusion and create a tenant involvement framework for procurement and service redesign

### 3. Tenant Voice and Transparency

Ref	Intended Outcome	Key Milestone
TV-001	Improved transparency and trust through open publication and clear progress reporting.	Publish the full Social Housing Peer Challenge report and the council's response/action plan on the website, with an accessible tenant summary and quarterly progress updates ('You said, we did').
TV-002	Continuous improvement and reduced repeat failure.	Embed 'service learning loop' within Complaints Focus Group, featuring thematic review of complaints, repairs failures, and compliance near-misses, with tracked actions and feedback to tenants.
TV-003	Tenants understand HRA financial choices and can influence priorities; improved legitimacy and transparency in budget setting.	Introduce a structured tenant-facing HRA budget engagement and scrutiny approach.
TV-004	Improved transparency and trust, and stronger internal performance focus.	Publish a quarterly performance and service standards dashboard for tenants (repairs, complaints, compliance, TSMs and Awaab's Law); including visibility of non-compliance, exceptions and corrective actions.
TV-005	Meaningful involvement and increased trust through visible responsiveness.	Strengthen role of tenant engagement structure within design, decision-making and scrutiny across the Housing service, and publish 'You said, we did' reporting.
TV-006	Timely, fair complaint resolution and demonstrable service learning.	Embed the agreed complaints handling improvement programme - aligned to the Housing Ombudsman Complaint Handling Code - including triage, response quality, timescales, remedies, learning and tenant scrutiny.
TV-007	Broader and more representative tenant participation; better-informed decisions and improved perceptions of fairness.	Improve inclusion in engagement structures by assessing barriers to tenants, then implementing targeted support.
TV-008	Services and contracts better reflect tenant needs; improved satisfaction and stronger accountability for performance.	Create and implement a tenant involvement framework for procurement and service redesign, prioritising high-impact contracts.
TV-009	Tenants receive clearer, more accessible information on safety and compliance, with ongoing opportunities to engage.	Design and deliver an accessible ongoing tenant engagement/comms programme on safety and compliance aligned to sector themes.

### **Intended Outcomes – Summary**

- Reduced maladministration and stronger learning from Ombudsman and serious cases
- Easier access to services and earlier support for tenants with additional needs
- Clearer information for tenants on services, rights, complaints, and escalation routes
- More consistent service standards and a more joined-up customer experience
- Stronger accountability through better TSM performance and audit-ready evidence
- More inclusive, tailored services and better neighbourhood outcomes

### **Key Milestones – Summary**

- Implement an Ombudsman and serious case review learning and compliance framework
- Introduce multiple self-referral routes with clear triage and tracking arrangements
- Refresh the tenant information offer and publish clearer service standards
- Implement a TSM improvement plan with quarterly tenant-facing reporting
- Improve the housing customer contact model and create a controlled evidence library
- Embed reasonable adjustments, neighbourhood management, contract review, and better tenant profile data

## 4. Service Standards and Access

Ref	Intended Outcome	Key Milestone
SS-001	Reduced maladministration findings and better systemic improvement.	Implement an Ombudsman and serious case review learning and compliance framework - tracking determinations, compensation, and systemic fixes, with quarterly reporting.
SS-002	More accessible services and earlier interventions for tenants with support needs.	Implement multiple self-referral routes for tenant support and service access (phone, online, in-person, partner referrals) with clear triage and tracking.
SS-003	Tenants can access clear, accurate information and routes to influence and challenge.	Refresh tenant-facing information offer covering landlord services, repairs, complaint routes, tenancy rights and responsibilities, and how to escalate safety concerns (digital and non-digital formats).
SS-004	Improved performance and transparent accountability to tenants.	Implement a TSM improvement plan - including data governance, action plans for low-performing measures, and quarterly tenant-facing reporting.
SS-005	Tenants receive timely updates and experience a joined-up service.	Improve customer contact model for housing - including case management, single point of truth, and clear service standards for updates.
SS-006	Clear expectations and more consistent service delivery.	Refresh and publish housing service standards and embed them into staff training and performance management.
SS-007	Stronger accountability and learning from complaints; clearer oversight of compliance with the Complaint Handling Code.	Complete an annual self-assessment against the Housing Ombudsman Complaint Handling Code and report the results, learning and improvement actions to Place O&S (and/or Full Council as appropriate), alongside a published tenant-friendly summary.
SS-008	Consistent support for tenants with additional needs and reduced barriers to access.	Implement a housing vulnerable person and reasonable adjustments policy and embed it into service delivery
SS-009	Improved neighbourhood quality, safety, and tenant satisfaction with estates.	Implement neighbourhood management offer and approach (estate inspections, local action plans, communal area standards), with defined roles, procedures/processes, training/comms plan, and sample checks on inspection logs and action completion.

## 4. Service Standards and Access

Ref	Intended Outcome	Key Milestone
SS-010	Better-informed decisions on communal areas through integrated performance insight and more targeted service improvement.	Implement a triangulated performance approach using TSMs, complaints, ASB, estate inspection and repairs data to plan improvements to communal areas, with reporting to operational management and members.
SS-011	Improved estate environment and clearer accountability for delivery.	Review grounds maintenance, cleaning and communal repairs arrangements to ensure they meet tenant expectations and are contract-managed effectively.
SS-012	More equitable access and better service targeting for diverse needs.	Build and maintain accurate tenant profile data (equality characteristics, vulnerability, language, household composition) and use it to tailor communications and services.

### **Intended Outcomes – Summary**

- More consistent and fair tenancy decisions
- Clearer and more transparent allocations and appeals arrangements
- Better tenant understanding of rights, responsibilities, and service routes
- More proportionate, defensible, and consistent eviction decisions
- Fairer and more consistent decant arrangements
- Faster and fairer mutual exchange decisions and improved tenant mobility

### **Key Milestones – Summary**

- Refresh and publish the tenancy policy with clear thresholds and governance
- Refresh allocations communications and improve visibility of the appeals process
- Produce an accessible tenancy rights information pack
- Review and strengthen the pre-eviction panel and assurance route
- Refresh the Decant Policy and procedures
- Separate and refresh the mutual exchange policy and process into a standalone document

## 5. Tenancy Management and Sustainment

Ref	Intended Outcome	Key Milestone
TM-001	Consistent, fair tenancy decision-making and improved tenant outcomes.	Refresh and publish the tenancy policy with clear thresholds and governance.
TM-002	Transparent, accessible allocations information and fair appeal handling.	Refresh allocations communications and appeals process visibility - ensuring accessible guidance, clear timescales, and equality monitoring.
TM-003	Tenants understand rights, responsibilities and service routes.	Produce a tenancy rights information pack (succession, mutual exchange, subletting, permissions) and ensure it is accessible.
TM-004	More consistent, fair and defensible eviction decisions.	Undertake review of the existing pre-eviction panel and assurance route and strengthen intelligence sharing with Fraud.
TM-005	Consistent, fair decant experience and reduced dispute risk.	Review and refresh the Decant Policy and procedures to ensure tenant rights, communication standards, compensation/expenses, and safeguarding are clear and consistent.
TM-006	Fair, timely mutual exchange decisions and better mobility for tenants.	Move mutual exchange policy and process from within allocations policy into standalone document - including timescales, eligibility checks, safeguarding, and data capture.

### **Intended Outcomes – Summary**

- Stronger financial resilience and clearer guardrails for investment decisions
- A more credible, accurate, and decision-ready long-term HRA business plan
- Better control of development and regeneration risk through staged decision-making
- More realistic assumptions on income, voids, debt, reserves, and capital need
- Stronger alignment between stock investment requirements and long-term funding
- Better value for money, cost transparency, and affordability for the HRA and tenants

### **Key Milestones – Summary**

- Develop a holding strategy for stalled or mothballed sites
- Introduce formal stage-gate governance for development and regeneration schemes
- Agree a minimum HRA balance policy with triggers for corrective action
- Review and refresh key HRA assumptions, including voids, bad debt, depreciation, reserves, and lifecycle costs
- Apply conditional decisions to pause, re-phase, or continue schemes within affordability and capacity limits
- Rebuild and quality-assure the 30-year HRA business plan and strengthen financial capability, service charge review, and benchmarking

## 6. Financial sustainability, HRA planning and development

Ref	Intended Outcome	Key Milestone
FS-001	Reduced blight and controlled costs while strategic decisions are pending.	Develop a holding strategy for any mothballed blocks or stalled regeneration sites covering security, maintenance, tenant communication, and financial assumptions (including void rent impacts).
FS-002	Disciplined, evidence-based progression of schemes and clearer decision accountability.	Implement a formal stage-gate governance process for all development/regeneration - requiring affordability tests in the HRA model, risk assessment, tenant consultation plan, and capacity assessment before progressing stages.
FS-003	Financial resilience and clearer guardrails for investment decisions.	Set and agree a formal HRA minimum balance policy (and triggers for corrective action) to prevent balances falling to unsafe levels.
FS-004	More accurate planning and stronger focus on income and void turnaround.	Review void loss and bad debt assumptions, align them to actual performance and improvement plans, and embed a quarterly refresh process into the HRA model and reporting.
FS-005	Improved long-term funding strategy aligned to stock investment requirements.	Review the level of depreciation provision and the approach to contributions to reserves, and review and validate capital cost projections and component lifecycles against updated stock condition data.
FS-006	Risk reduction while strengthening evidence base and protecting tenants and neighbourhoods.	Conditional action - if decision is to pause/re-phase major schemes: pause beyond feasibility for high-risk schemes and re-phase until asset data and HRA affordability are validated;
FS-007	Continued delivery of homes and regeneration benefits within controlled risk parameters.	Conditional action - if decision is to continue: progress schemes through stage gates with affordability limits (minimum balances, borrowing caps), capacity checks, and quarterly reporting of cost, risk, and tenant impacts.
FS-008	Clear cost baseline and targeted savings/service redesign opportunities that protect service quality and affordability.	Complete a detailed review of Housing Management costs and drivers to identify disproportionately expensive areas, implement improvements, and update HRA business plan assumptions.
FS-009	A credible, decision-ready HRA plan that supports safe investment choices and member assurance.	Rebuild and quality-assure the 30-year HRA business plan model and narrative, including debt repayment assumptions, minimum HRA balances, scenario and sensitivity testing, and a clear link to the asset investment plan.

## 6. Financial sustainability, HRA planning and development

Ref	Intended Outcome	Key Milestone
FS-010	Improved budget forecasting and control, reducing underspends/overspends and supporting timely delivery of priorities.	Implement a financial capability programme for landlord services budget holders (training, monthly budget clinics, forecasting templates and variance review) to strengthen budget ownership and improve profiling and delivery control.
FS-011	More accurate and transparent charging, reduced disputes, and improved tenant confidence in fairness and value.	Undertake a review of service charges and recharges (methodology, cost allocation, transparency, billing accuracy and governance), implement improvements, and publish clearer tenant/leaseholder communications and annual statements.
FS-012	Clear understanding of cost drivers and performance; targeted improvement actions and better use of HRA resources.	Establish an annual value-for-money and benchmarking programme for key landlord services, identify priority cost drivers and improvement opportunities, and report findings to members and tenants with a delivery tracker.