Housing Improvement Plan Update

October 2025 Update

Dashboard October 2025

All workstreams (except those completed) remain live. Priority levels indicate where programme resources and attention are currently focused, not their relative importance

Ref	Project	Deliverables	Priority	Start	Finish	RAG
1	**Programme Management**					
1.1	Programme Oversight	Deliver the refreshed HIP & governance	1	Nov-24	May-27	Amber
2	**Org. Excellence & Modernisation**					
2.0	Organisation Governance	Embed governance framework	Completed	Apr-24	Nov-24	Completed
2.1	Performance & Data Culture	Strengthen performance & data	1	Jan-25	Jul-26	Amber
	Data Governance	(Data governance merged with Performance & Data Culture)	N/A			Merged
2.2	Finance & Commercial (Best Value)	Improve commercial management, procurement & financial oversight	2	Apr-24	Apr-27	Red
2.3	ICT / Digital	Deliver Orchard HMS upgrade & digital modernisation	1	Mar-25	Apr-27	Amber
2.4	Workforce -Culture Change	Embed staff performance framework & culture change	2	Jul-24	Mar-26	Amber
2.5	Workforce -Operating Model	Stabilise workforce & operating model	2	Apr-24	Feb-26	Amber
2.6	Strategy	Embed Housing & Homelessness Strategies	Completed	Dec-24	Sep-25	Completed
2.7	Housing Regulatory Compliance	Complete regulatory compliance review & self-assessment	1	Jan-25	Mar-26	Amber
2.8	North Downs Housing	Deliver North Downs Housing options appraisal & business plan	2	Aug-24	Dec-25	Amber
3	**Service Improvement & Delivery**					
	Data	Implement Household Data Collection Strategy (Moved to 2.1)	N/A	Feb-25	Apr-27	Merged
3.1	Tenancy Management	Develop Modern Tenancy Agreements & Policy	2	Feb-25	Jan-26	Amber
3.2	Anti-Social Behaviour & Domestic Abuse	Review ASB & Domestic Abuse Policy & Procedures	2	Jan-25	Dec-25	Green
3.3	Policy	Deliver Housing Policy & Procedures Review Programme	2	Jan-25	Jan-26	Amber
3.4	Estate Services	Enhance Estate Management Practices	3	May-25	Apr-26	Amber
3.5	Leasehold Services	Improve Leasehold Management Services	1	Jan-25	Apr-26	Red
3.6	Repairs Services	Improve the Repairs Service	1	Mar-25	Jan-26	Red
3.7	Voids & Lettings	Deliver Voids, Lettings & Allocations Review	1	Feb-25	Jul-26	Amber
4	**Quality, Safety & Compliance**					
4.1	Assets & Planned Maintenance	Deliver Asset Management Strategy & Planned Works	2	Nov-24	Aug-26	Amber
4.2	Resident Safety	Deliver Building Safety Engagement Strategy	2	Jan-25	Feb-26	Amber
4.3	Damp & Mould	Deliver Damp & Mould Prevention & Management Programme	2	Jan-25	Dec-25	Amber
4.4	Housing Compliance	Deliver Housing Compliance Improvement Project	1	Jun-24	Mar-26	Amber
5	**Resident Empowerment & Engagement**					
5.1	Tenant Satisfaction	Deliver Tenant Satisfaction Measures & feedback loop	Completed	Nov-24	Mar-26	Completed
5.2	Resident Engagement	Deliver Resident Engagement Strategy	2	Sep-24	Apr-26	Amber
5.3	Complaints	Strengthen complaint handling & learning framework	2	Jul-24	Dec-25	Amber

Detailed Plan - October 2025

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
1.1	**Programme Management**	**Why we are doing this:** Aligning with strategic goals, ensuring effective resource allocation, proactively managing risks, and delivering measurable benefits are essential to maintaining a well-governed and outcome-driven programme. **What good looks like:** Stakeholders will have confidence in the programme's direction and progress, resources will be adequate and effectively deployed, risks will be identified and mitigated before they impact delivery, and the programme will drive meaningful, sustainable outcomes that create lasting value.	✅ Develop an improvement plan for housing in response to the SOLACE recommendations - Full council 2024) ✅ Programme set up complete for refreshed plan (Jan 25) ✅ Programme governance is completed. ✅ Communications & engagement strategy - completed 31 Mar 25 ✅ Risks and Issues log completed - 31 Mar 25 ✅ Assign Resources to the detailed plan in MS Project - by 30 Apr 25 ✅ Benefits tracking in place by 30 Apr 25 **Latest Update** ✅ Managers discussion 13 Aug, Workshop 1 Sept, refresh of approved by Programme Board 16 Sept 25 ✅ Briefing Independent Assurance Panel 16 Sept 25 ✅ Update to Housing Operations Board & Housing Regulator 24 Sep 25 ✅ Permanent Improvement Officer appointed 6 Oct 25 **Next Steps** 🟪 Briefing Independent Assurance Panel -Oct 25 🟪 Improved Risk & Issues Tracking by end Oct 25 🟪 Appoint to new senior position: Head of Housing Improvement and other improvement roles to support delivery by end Nov 25	**Amber** Recruitment to a permanent Housing Improvement Lead is underway, alongside the formation of a wider improvement team to ensure continuity and strengthen programme capacity.	Nov 24	May 27	Solace/ HIP: H1 HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.0	**Governance & Strategic Oversight**	**Why we are doing this:** To establish clear governance structures, roles, and responsibilities across key housing-related boards and groups, ensuring effective oversight and strategic alignment. **What good looks like:** Decision-making will be transparent and accountable, stakeholders will have confidence in governance processes, and robust structures will prevent fraud while ensuring that resources and policies drive meaningful outcomes. **Success Criteria**	✅ The governance framework for housing services has been successfully established, with a clear structure, fortnightly SMT meetings, and approved TORs for key boards. ✅ The Tenant Engagement Group Constitution is in place, and stakeholder consultations have been completed. ✅ Key decision reports now go to the Executive via the Forward Plan, ensuring transparency, while urgency powers are used only in exceptional cases with Director and Monitoring Officer approval. ✅ Interim Head of Housing Operations now in post to provide operational oversight of delivery **Completed**	**Completed** Embedded in BAU	**Apr-24**	**Nov-24**	Solace/ HIP: H2 & H14 & H25 & H27 HQN Transparency, Influence, and Accountability Standard (RSH 2024)

| 2.1 | Performance & Data Culture

Includes:

Data Governance & Assurance - Data Governance Framework Set-Up

System Alignment & Data Quality - Orchard Field Review & Gap Analysis

Specialist Data Cleanse Projects - Leaseholder Data Audit & Migration

Resident Data Validation - Tenancy Visit Data Capture & Integration

Performance Culture & KPI Alignment KPIs, Risk management | **Why we are doing this:**
To embed a culture of performance and data maturity across Housing Services, ensuring robust measurement, data integrity, and insight-led decision-making. This will support regulatory compliance, improve service outcomes, and increase trust among tenants, staff, and stakeholders.

What good looks like: Performance is transparently measured and drives continuous improvement. KPIs and risk are aligned with strategic priorities and embedded in appraisals. Data is accurate, timely, complete, and used to inform operational and strategic decisions. Officers are equipped with the tools, systems, and skills needed to work confidently with data. Residents and stakeholders have confidence in performance, insight, and delivery.

How we measure this:
KPIs dashboard completed

Note: this task has now merged with 2.2 building a data driven culture) from Oct 25 reporting | **Performance Culture**
✅ Review of KPIs 24/25 completed with team leaders May 2024
✅ Key Performance Indicators for 2025/26 have been defined and are now out for approval.
✅ Initial Risk workshop completed and corporate risks reviewed
✅ Performance framework launched through the 2025 appraisal cycle. All staff now aligning objectives to the Housing Improvement Plan, service plans and KPIs.
✅ Joint Managers Housing Risk Workshop held July 25
✅ Annual Report to residents Published July 25
✅ End of year updates to Govt completed including TSMs, NROSH, Ombudsman Self-Assessment July 25

Specialist Data Cleanse Projects
✅ Audit and centralisation of data on garages, car parks, and HRA properties has been completed.
✅ Paper to Executive on 19 June for decision on disposal of freehold land interests held under head leases

Resident Data Validation
✅ Tenancy visits -688 now completed with a 2-year programme for completion. First phase of validating and updating household data.

Next Steps
🟪 **Identification and Resolution of Expired Flexible Tenancies:** 408 Flexible Tenancies identified as expired - all now in the process of being converted to Secure Tenancies by mid Oct 25.
🟪 **Develop real-time tracking tools** to support performance monitoring -revised target **March** | **Amber**

• **Data Systems & Tracking:** Real-time tracking tools still in development revised target March 2026. Procurement of Orchard support has slipped beyond agreed timelines but will complete by **10 October 2025**.
• **Performance Culture:** Performance management not yet embedded in operational governance (no service or team plans). New planning framework to be introduced for **2026/27**.
• **Tenancy Visit Data:** Slippage against monthly target of 200 visits. Programme has been accelerated, but data entry into Orchard remains behind schedule.
• **Capacity & Resources:** Only one officer currently in the Insight & Performance Team, limiting delivery capacity. Recruitment for additional support and new **Data Assurance** and **ICT Support** roles is underway, with appointments expected by **end of November 2025**. | Jan-25 | Jul 26 | Solace/ HIP: H2: H23 & H34 & H35

Social Housing Regulation Act 2023

Transparency, Influence, and Accountability Standard (RSH 2024)

HQN

GDPR |
|---|---|---|---|---|---|---|

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
			2026. Procurement of Orchard support now completing **10 October 2025**. **New Project: Data Governance Framework (Q3 2025)** ◼ **Appoint Data Assurance Lead Officer** - recruitment to be completed by **end of November 2025**. ◼ **Establish Data Governance Framework** - define Data Owners, Data Stewards, and governance group with agreed Terms of Reference. ◼ **Define Data Standards** covering accuracy, completeness, timeliness, and consistency. ◼ **Develop and launch Data Quality Dashboard** -monthly reporting to Housing Leadership Team by **Q1 2026**. ◼ **Draft and approve Data Management Policy** -to be signed off by the Housing Leadership Team by **Q1 2026**.				

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.2	Sound Financial Management of Housing Services	**Why we are doing this:** To enhance financial efficiency, transparency, and sustainability by strengthening budget control, cost efficiency, financial compliance, procurement processes, and supplier management, ensuring robust tracking, accountability, and regulatory adherence. **What good looks like:** Financial resources will be effectively managed, with clear accountability and oversight. Budgets will be controlled efficiently, procurement will be compliant and value-driven, and financial risks will be proactively managed. Housing services will have the tools and governance in place to ensure long-term financial sustainability.	✅ The financial management framework for housing has been strengthened, ensuring HRA Accountants support housing services, and procurement compliance is enforced. ✅ Review Housing GF budgets to ensure correct appropriation between HRA and GF ✅ Dedicated Procurement Officer for Housing in place ✅ Procurement and finance training has been delivered for key staff ✅ Financial controls, including purchase order approvals and procurement oversight, have been improved. ✅ A procurement pipeline has been established, along with dedicated procurement support for housing. ✅ The newly appointed **Interim Housing Operations Manager** is now working closely with teams across the service to strengthen tracking, performance oversight, and operational controls ✅ **Interim Asset Manager** recruited and started in post - July 25 (see asset management / stock condition project & audit) **Update Sept 25** ✅ More procurement support is now available & new Perm Head of Procurement in place. ✅ Funds checker in Business World went live on 15th Sept 25 **Next steps** 🟪 Senior Management Team in Housing to revise TOR to include detailed view of spend performance against actual budgets every month by end Oct 25 🟪 Establish key performance indicators for all housing suppliers (by November 2025). 🟪 Orchard Health Check to include better contractor spend monitoring by Nov 25	**Red** **Controls Only Partially Embedded** Spend controls in Business World are recent (Sept 25). Contract register and spend review only 50% complete at Corporate Level. Many suppliers lack KPIs - this is under review **Lack of Real-Time Financial Insight** Limited live data from Orchard. Dashboards still in development. Hinders spend tracking and contract monitoring. Will form part of Orchard health check in Nov/Dec 25. **Budget Oversight:** Lack of detailed budget monitoring at SMT level. TOR are currently being updated to require monthly review and analysis of detailed expenditure against budget (not variance)	Apr-24	Apr-27	Solace/ HIP: H15 & H16 & H17 & H18 & H25 & H28 Best Value Duty (Local Government Act 1999 Local Government and Housing Act 1989 (Part VI, Sections 74-76)

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.3	**Digital Modernisation**	To modernise and streamline housing management by delivering urgent improvements and a system upgrade to the existing Orchard Housing Management System (HMS), while managing discovery and early-stage planning for future requirements. This will ensure improved efficiency, accurate data, and compliance with Local Government Reorganisation (LGR) timelines and governance. **What good looks like:** • Orchard HMS stabilised and upgraded, delivering immediate improvements to users. • Blueprint for current system use and mapping of future requirements agreed. • Accurate, complete, and well-structured data in Orchard to support service delivery and regulatory compliance. • Staff trained and confident in using the upgraded Orchard HMS. • Shared reporting and data resources with Waverley to maximise value	✅ Project team established ✅ Initial "As-Is" mapping of processes and data completed. ✅ Orchard health check has been commissioned for Oct ✅ Met with Orchard officer in Waverley to discuss shared reporting resources -request in from AD Housing for some support **Sept 25** ✅ Procurement of Orchard Managed Service nearly completed - contract approved will be signed by Oct 9th 2025 ✅ JD completed for Housing ICT Officer to deliver the project **Next steps** 🟪 Deliver urgent improvements and system upgrade to Orchard HMS (Orchard mobilisation from end Oct 2025). 🟪 Orchard to deliver health check of the system (by Nov-Dec 25) 🟪 Recruit resource to lead this work 🟪 Develop blueprint for current Orchard system use and map future requirements (by Dec 2025). 🟪 Ensure alignment with **data project** - cleanse data, label fields correctly, and identify/address gaps. 🟪 Provide staff training and support for transition to upgraded Orchard HMS (new version/look and feel). 🟪 Scope requirements for new system (with Waverley) 🟪 Continue mapping integration points across core systems (Q3-Q4 2025).	**Amber** Mobilisation of Orchard upgrade is at risk due to tight timelines and limited internal ICT capacity - additional post being sought by end Nov 25 No dedicated Housing ICT Project Manager in post, creating a gap in ownership and delivery oversight -additional post being sort by end Nov 25 Data quality issues in Orchard (unlabelled fields, gaps, inconsistent formats) could undermine reporting and compliance (see data assurance project for mitigation - new assurance post) Lack of integration mapping across core systems e.g. Business World could reduce the impact of the upgrade and lead to duplication. Dependency on alignment with the Data Project and Repairs Recovery project adds complexity and risk of slippage.	**Mar-25**	**Apr-27**	Solace/ HIP: H30 RSH Consumer Standards (TIAS, Neighbourhood & Community Standard, Home Standard) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.4	**Staff Performance & Culture**	To develop a high-performing, values-driven workforce by embedding a strong corporate vision, leadership culture, and performance framework, ensuring staff have the skills & support needed to deliver excellent housing services while fostering continuous improvement and cultural change **What good looks like:** • A structured training plan is in place, ensuring staff have the necessary skills to excel. • Team plans are established, with objectives set and monitored at department, team, and individual levels. • Staff understand their roles, how they contribute to wider goals, and feel valued through clear, consistent messaging. • Teams work effectively using modern tools, shared values, and clear accountability to drive service excellence.	☑ Vision, mission, and values embedded across the service ☑ Regular 1:1s, appraisals, and work-based behavioural targets in place ☑ Collaboration platforms (Teams & SharePoint) supporting teamwork ☑ High Level Skills audit completed; senior managers progressing housing qualifications ☑ Procurement & finance training rolled out ☑ Whistleblowing policy embedded to strengthen transparency ☑ All-staff away days held (March & August 2025) ☑ Appraisal cycle launched with new template and guidance ☑ Housing Learning & Development Hub live to support skills & culture change ☑ Monthly all-staff briefings established to reinforce vision, values & progress **Next Steps:** 🟪 Joint Waverley & Guildford all staff meetings (Oct 25) 🟪 Roll out Training audit (Oct 2025) 🟪 Deliver structured Training & Development Programme (Dec 2025) - focus on customer service, resilience, EDI, and leadership 🟪 Finalise and implement the Housing Code of Conduct (Autumn 2025) to embed expected standards of behaviour and accountability 🟪 Keep reinforcing staff engagement through regular briefings and updated SharePoint pages	**Amber** Training and development may not build the right skills - roll out skills audit in Oct/Nov 25 and ensure funding available for programme Vision and values may not be consistently reinforced - maintain regular team briefings, keep SharePoint updated and embed in appraisals (ongoing). Lack of service and team plans may weaken alignment - develop for 2026/27 cycle and link to appraisals (Mar 2026). Housing Code of Conduct may not be fully embedded - complete roll-out, sign-off and integrate in induction and appraisals (Autumn 2025).	Jul-24	Mar-26	Solace/ HIP: H4 & H6 & H7 & H8 & H11 & H12 & H13 RSH Tenant Involvement & Empowerment Standard (TIES) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.5	**Workforce & Operating Model Assurance**	To create a sustainable, efficient housing operating model with the right leadership, staffing, and governance, ensuring stability, resilience, and long-term compliance. **What good looks like:** • **Clear and sustainable structure** - All roles have up-to-date role profiles, with responsibilities defined and aligned to service needs. • **Right people, right roles** - Key permanent posts are filled, with temps converted to permanent where appropriate. • **Efficient recruitment & establishment management** - Vacancies are monitored, recruitment is streamlined, and reliance on agency staff reduced. • **Workforce stability & compliance** - Establishment is accurately recorded, budgets are aligned, and staffing plans ensure resilience and regulatory adherence.	✅ Permanent joint strategic director in place ✅ Pivotal roles in compliance and repairs filled (including Surveyors) ✅ Review of agency staff recruitment, induction, and management processes ✅ HR lead appointed to oversee workforce stabilisation (April 2025) ✅ Workforce establishment review underway to align budgets with posts ✅ Gap analysis on role profiles and agency reliance completed ✅ The Learning & Development Hub is live, supporting longer-term workforce development ✅ Gap analysis workshop with senior staff happened **Sept 25 Update** ✅ Temp to Perm exercise has begun to increase resilience ✅ Exercise to map establishment with budget is underway **Next steps** 🟪 Ensure all posts have updated role profiles (Nov 2025) 🟪 Confirm establishment against budget Oct 25 🟪 Convert suitable agency/temporary posts into permanent roles (Nov 2025) 🟪 Establishment of a new Housing Improvement team to increase resilience and capacity Oct-Nov 25	**Amber** Workforce gaps and agency reliance may affect stability -complete establishment review and convert temps to permanent (Nov 2025). Some Role profiles may be outdated e.g. specialists or caseworkers. These need to be reviewed by Dec 25 Establishment may not align with budget - this is currently under review in the current budget setting exercise Limited workforce planning ahead of LGR may risk resilience develop joint workforce strategy and succession plan with Waverley (Sept 2026).	Apr-24	Feb-26	Solace/ HIP: H5 H9 H33 RSH Consumer Standards (TIAS, Home Standard, Neighbourhood & Community Standard) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.6	**Housing & Homelessness Strategies**	To develop and implement a **comprehensive Housing Strategy and Homelessness & Rough Sleeping Strategy** that tackles key housing challenges, enhances service delivery, and aligns with corporate priorities and regulatory requirements. **What good looks like:** • Clear strategic direction - A well-defined approach to housing and homelessness, aligned with national and local priorities. • Strategies reflect the needs and insights of residents, partners, and service users. • A structured plan with clear milestones, responsibilities, and a robust performance monitoring framework. • Improved housing and homelessness services	☑ Housing Strategy and Homelessness & Rough Sleeping Strategy have been drafted - Providing a framework for improvement. ☑ Stakeholder and resident consultation completed - Feedback from residents, the Tenant Engagement Group (TEG), stakeholders, and partners has been incorporated. ☑ Housing Strategy and Homelessness & Rough Sleeping Strategy have been approved, published, and formally launched (May 25) ☑ Action plans produced and being monitored ☑ Established a performance monitoring framework to track delivery and impact (September 2025)	**Completed** Embedded in BAU	Dec-24	Sept 25	Solace/ HIP: H3 Homelessness Reduction Act 2017 Local Authority Housing Strategy Requirements

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.7	**Robust Regulatory Compliance - review**	To ensure **full compliance with the Social Housing Act** through an independent review, action planning, and alignment with regulatory expectations. **What good looks like:** • **Independent assurance of compliance** - A thorough external review confirming alignment with regulatory standards. • **Clear action planning** - Identified risks and recommendations translated into targeted improvements. • **Regulatory alignment** - Compliance embedded into governance, service delivery, and performance monitoring.	✅ **Independent review commissioned** - Assessing compliance with the Social Housing Act. ✅ **Findings received and analysed** - Key risks and recommendations identified. ✅ **Review findings presentation completed** - Outlining compliance gaps and improvement areas. ✅ **Validation meeting held with HQN** - Ensuring accuracy and robustness of findings. ✅ **All recommended actions incorporated into the Housing Improvement Plan** - Ensuring full alignment with regulatory requirements. **Next Steps** 🟪 All services have been given a self-assessment template to work through by Dec 25 🟪 Additional Capacity in the new Housing Improvement Team is being sought to support delivery	**Amber** Limited capacity may delay delivery of both the compliance review and follow-up improvements - secure additional resource within the Housing Improvement Team (by Nov 2025). Gaps identified through the review may not be translated into clear, owned actions - ensure all recommendations are built into the Housing Improvement Plan with named leads (by Mar 2026).	**Jan-25**	**Mar-26**	Solace/ HIP: H36 & H38 Consumer Standards (2024) Building Safety Act 2022 Social Housing Regulation Act 2023

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
2.8	North Downs Housing: Options Appraisal, Governance and Business Plan	To secure a sustainable future for North Downs Housing Ltd by completing an independent options and governance appraisal, strengthening Board arrangements, and developing a robust business plan by the end of 2025. This will ensure the company delivers value for money, operates with strong governance, and supports the Council's strategic housing priorities. **What good looks like:** • A robust and up-to-date NDH Business Plan in place and approved by the Council as shareholder (by end 2025). • Strong governance arrangements with an effective, skills-based Board recruited, replacing interim arrangements. • Clear shareholder oversight via the Executive Shareholder & Trustee Committee (ESTC) • NDH operating on a sustainable financial footing, meeting all obligations to the Council • Evidence-based decisions on the future role and portfolio of NDH (including any disposal or reinvestment options) following the Altair options appraisal. • A governance and operating model aligned with the Council's strategic priorities for decent, affordable housing and long-term resilience.	✅ Regular NDH reporting to Executive Shareholder & Trust Committee. ✅ Future Options Appraisal workstream initiated. ✅ External advisors (Altair) formally appointed (April 2025). ✅ Draft annual accounts for 2023/24 prepared, showing improved financial position. ✅ Interim Board arrangements in place (Cllr Angela Godwin + two Council officers). Cllr Godwin now stepped down. **Next Steps/ongoing** 🟪 Altair to : Finalise market and risk assessment, complete including market review, financial assumptions, portfolio options, and governance structures. Engage stakeholders to inform appraisal and recommendations (July-Oct 2025). 🟪 Altair to Develop and agree **new NDH business plan** and refreshed governance/Board structure (by end 2025)	**Amber** • Interim Board: only 2 council officers remain as directors • There is a risk that delays to the Altair-commissioned governance and options appraisal for North Downs Housing Ltd (NDH) will postpone critical decisions about the company's future, structure, and strategic alignment.	**Aug-24**	**Dec-25**	Solace/ HIP: H24 Housing & Planning Act 2016

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
3.1	**Modern Tenancy Agreements & Tenancy Strategy**	To develop and implement legally compliant, modern tenancy agreements and policies that align with best practices, tenant needs, and regulatory requirements, while transitioning away from flexible tenancies to provide greater security for tenants. **What good looks like:** • Clear, legally sound tenancy agreements - Ensuring compliance and consistency across all tenancy types. • Tenant-centred policies - Agreements that reflect tenant rights, responsibilities, and service expectations. • Abolition of flexible tenancies - Transitioning all tenants to secure, long-term agreements for greater stability. • Seamless implementation - A structured transition process, including tenant engagement and policy integration.	✅ First iteration of the Tenancy Agreement drafted by legal ✅ Kick off project meeting held in August 25 (Progress was delayed due to legal team capacity; consultation timeline will be reviewed) **Sept 25 Update** ✅ 408 Tenants with expired Flexible Tenancies in process of being converted to secure ✅ Interim policy approval for ceasing Flexible Tenancies in progress ✅ Draft Tenancy Strategy Circulated for comments ✅ TEG updated on next steps for Tenancy strategy <u>**Next steps**</u> 🟪 Wider consultation on Tenancy Strategy - Oct/Nov 25 🟪 Approval of Tenancy Strategy on 10 Dec 25 Housing Operations Board and final sign off at council in Jan 26 🟪 Agree next steps for new tenancy agreement (to align with Waverley) by Nov 25	**Amber** **Tenancy Agreement:** While tenancy strategy work is going to plan, limited capacity within legal and housing teams may delay completion of the new tenancy agreement and consultation process- identify additional resource or temporary support to progress drafting and consultation (by Nov 2025). **Flexible Tenancies**: 828 tenants (16% of all tenancies) remain on flexible tenancies, with conversions running to 2031 - the extended timescale risks non-compliance with the Tenancy Standard, inconsistent tenant rights, and disruption from LGR. Mitigate through a clear, risk-based conversion plan, regular monitoring, and early resource planning (by Sept 2026)	Feb-25	Jan 26	Tenancy Standard (Regulator of Social Housing

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
3.2	**ASB / Domestic Abuse Review**	To review, update, and implement a legally compliant, tenant-informed ASB and Domestic Abuse Policy that aligns with consumer standards, strengthens staff capability, and improves response effectiveness. **What good looks like:** • Clear, legally sound policies - Ensuring compliance with consumer standards and best practices. • Effective staff response - Strengthened guidance, training, and case management processes. • Tenant-focused approach - Policies informed by resident consultation and lived experiences.	☑ Corporate decision confirmed to move forward with a single ASB policy aligned with Waverley - now approved ☑ Staff training on ASB and domestic abuse delivered ☑ Corporate Policy has been to TEG and Housing Operations Board and approved at Council on July 25 ☑ "Housing offer" to tenants has also been consulted on to accompany the policy document **Sept 25 Update** ☑ Review of feedback from tenants who raised ASB concerns through the TSM survey completed, with findings analysed and follow-up actions implemented. <u>**Next Steps**</u> 🟪 **Domestic Abuse Policy** is to go out for wider tenant consultation and agreement by Nov 25 🟪 **ASB Procedures** -final version due by 8 Oct 25	**Green** Currently on track Risk: Absence of a dedicated ASB case management system means cases are currently tracked on spreadsheets, increasing the risk of data errors, limited oversight, and inconsistent case handling. *Mitigation:* Neighbourhood manager validating current ASB figures	**Jan-25**	**Dec-25**	Anti-Social Behaviour, Crime and Policing Act 2014 Neighbourhood & Community Standard (2024**)** HQN

| 3.3 | Policy & Procedures Review and Implementation Programme | To review, update, and approve all housing policies and procedures, ensuring legal, financial, HR, and governance compliance while embedding them into operational practice through training and monitoring.

What good looks like:
• Legally & regulatory compliant, up-to-date policies - All policies meet legal, financial, HR, and governance standards.
• Tenant-focused and co-produced - Policies are written in plain language, designed for tenants, and developed with their input.
• Policies are supported by clear procedures and training to ensure staff can apply them effectively.
• Policies are monitored and reviewed, with clear ownership assigned for implementation. | **Completed:**
✅ Gap analysis completed; revised timetable agreed.
✅ Revised & streamlined approval route agreed through TEG, Housing Operations Board & Executive Delegated Decision (no longer through Executive).
✅ Policies approved to date: Alternative Accommodation (Decant), Damp & Mould, Aids & Adaptations, Disrepair, Repairs, ASB & Hate Crime, Planned Maintenance, Building Safety Strategy, Tenant Engagement Strategy, Mutual Exchange, Safeguarding.

Sept 25 Update

✅ **Compensation Policy approved** and published

Next Steps:
🟪 Nov 25 policies to be approved: Property Safety Compliance suite (Fire, Water, Lift, Gas, Electric, Asbestos).
🟪 Continue with delivery programme | **Amber**

Limited capacity within the Housing Insight team could delay completion and approval of remaining high-priority policies - mitigate through recruitment of additional policy resource (by Nov 2025).

Slippage on key compliance policies risks ongoing non-compliance with the Home Standard - prioritise the Property Safety Compliance suite and fast-track approvals (by Nov 25).

Lack of tenant co-production could weaken transparency and fail to meet Consumer Standard expectations - use the Tenant Sounding Board to test and co-design key policies (from Oct 2025).

Inconsistent policy application across teams could persist without training and monitoring - embed policies through targeted staff sessions and clear ownership (by Feb 2026). | Jan-25 | Jan-26 | Consumer Standards, Regulatory Framework (RSH)

HQN |

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
3.4	**Enhancing Estate Management Practices**	To improve estate management by implementing a structured inspection process, reviewing and procuring effective cleaning and grounds maintenance contracts, and enhancing tenant engagement for better service delivery and accountability **What good looks like:** • Effective estate inspections - A structured, transparent process ensuring estates are well-maintained and issues are addressed promptly. • Contracts aligned with service priorities, delivering consistent, high-standard estate upkeep. • Residents actively involved in estate walkabouts, inspections, and service feedback. • Clear KPIs, regular inspections, and strong contract oversight to maintain service quality.	✅ Scoping completed on current contracts and estate management processes - Understanding existing challenges and gaps. ✅ New Estate Inspector in post ✅ Resident Estate Standards Consultation Day held on 28 May 2025 ✅ Series of "Keep in Touch" days in progress throughout the summer across the borough ✅ Resident feedback is now being reviewed to inform service standards and future inspections **Next Steps** 🟪 Refresh estate inspection process and develop reporting standards (September 2025) 🟪 Review cleaning and grounds maintenance contracts against resident feedback (deferred from October 2025 to 2026) 🟪 Implement structured inspections and new service model (January-March 2026) 🟪 Establish performance monitoring and accountability framework (March-April 2026)	**Amber** Deferral of procurement of cleaning/grounds maintenance services to 2026 may delay service improvements and breach Neighbourhood & Community Standard expectations - maintain interim monitoring and resident feedback loops	**May-25**	**Apr-26**	Neighbourhood & Community Standard (2024) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
3.5	**Improving Leasehold Management Services**	To enhance leasehold management services by conducting a comprehensive review, engaging stakeholders, benchmarking best practices, and preparing for the new Leasehold Reform Bill, ensuring effective financial oversight and appropriate accountancy support. What good looks like: • Improved communication, service charge transparency, and dispute resolution. • Regular surveys, forums, and consultation to ensure services meet Leaseholders needs. • Services aligned with industry benchmarks and the new Leasehold Reform Bill. • Strengthened processes to ensure accurate service charges and cost recovery.	☑ Phase 1 of the Leasehold Management Review initiated, including: • Service review with consultants to assess strengths and areas for improvement. • Training on new legislation to prepare for regulatory changes. ☑ Engagement of leaseholders to gather insights completed ☑ Consultation with internal teams completed ☑ Benchmark best practice completed ☑ Key recommendations from consultant's report. Under review. ☑ Leasehold Improvement Lead has now been appointed to take this work forward **Sept 25** ☐ Leasehold Improvement Lead and Leasehold Officer started in post (this was slightly delayed due to recruitment) sept 25 **Next Steps** ☐ Complete review of report recommendations and deliver service improvements in line with the reviewed recommendations (Sept 2025 onwards) ☐ Embed changes to strengthen communication, service charge transparency, and dispute resolution (September onwards) ☐ Monitor impact of changes and gather feedback from leaseholders (September onwards) ☐ Consider future phases of improvement or structural change as needed (Q3-Q4 2025)	**Red** Although a Leasehold Improvement Lead is now in post, the scale of issues & time required to embed change mean risk reduction will take several months. • legal and procedural non-compliance could lead to financial loss or legal challenge - prioritise urgent corrective actions with legal oversight (by Dec 2025). • Fragmented IT systems and poor data quality may undermine accuracy and income management - deliver a data improvement plan and explore system integration (by Apr 2026). • Weak leaseholder engagement and limited communication may reduce transparency and trust - introduce regular forums, surveys, and clear communication channels (from Jan 2026).	Jan-25	Apr-26	Solace/ HIP: H21 & H22 Leasehold Reform (Ground Rent) Act 2022 Home Standard

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
3.6	**Improving the Repairs Service**	To enhance the efficiency, quality, and responsiveness of the repairs service by reviewing existing processes, engaging stakeholders, and implementing targeted improvements to ensure a better experience for tenants and improved service performance. What good looks like: • Faster, more reliable repairs - Reduced waiting times, better scheduling, and improved contractor performance. • Clearer communication with tenants - Transparent updates on repair requests, expected timeframes, and progress. • Efficient contractor and resource management - Optimised scheduling and improved oversight of repair works. • Compliance and accountability - Ensuring repairs meet legal, safety, and quality standards	**Progress so far** ✅ **Service review**: Tender completed; observations & interviews in June; **draft in July25; full report received late Aug 25**. ✅ **Customer satisfaction**: **Acuity monthly** transactional surveys live from April 25 ✅ **Repairs Policy**: approved and in place. ✅ **Handbook**: reviewed internally and taken to TEG. ✅ **Schedule of Rates**: NFH SOR purchased. **Sept Update** ✅ New repairs lead started in post ✅ Tenant Repairs Handbook published ✅ **Commercial controls**: Spend reviews identified the need to pause work with some contractors to ensure full compliance with procurement and financial regulations. ✅ Responsive Repairs contractor (Axis/CLC) procured under urgency powers with mobilisation on 1 Oct 25 **Next steps** 🟪 Clear paper-based backlog to confirm accurate WIP and prioritise urgent repairs 🟪 Implement Schedule of Rates within Orchard system 🟪 Roll out handheld technology (Axis) for DLO operatives and Customer Services - dual entry in Axis and Orchard during transition 🟪 Ensure all operatives are DBS-checked and trained in safeguarding and health & safety 🟪 Fully mobilise new contract to manage backlog and new repairs, embedding stronger contract management and performance monitoring	**Red** Axis/CLC were appointed from 1 October to boost DLO capacity and stabilise delivery. The rapid mobilisation carries risks around unclear WIP, data validation, and backlog accuracy, following a period where only emergency repairs were delivered. Control weaknesses remain, including manual systems, inconsistent SOR use, and limited staff training. Performance may get worse before it improves as the backlog is cleared and reliable data is established. Focus is on confirming the true WIP position, setting baseline KPIs, strengthening contract governance, and maintaining honest communication with tenants throughout recovery.	Mar-25	Jan-26	Home Standard (2024) Tenant Satisfaction Measures (TSMs) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
3.7	**Voids, Lettings and Allocations Review**	**Objective:** To improve voids and lettings processes by reducing turnaround times, strengthening contractor management, enhancing the new tenant journey, reviewing long-term voids for disposal or reinvestment, and ensuring policies and standards maximise housing stock efficiency. **What good looks like:** • Faster turnaround times and reduced void rent loss. • Stronger contractor performance management and accountability. • A consistent new tenant process to support successful tenancy sustainment. • Long-term voids assessed and acted upon (disposal, reinvestment, or redevelopment). • A clear Voids Standard and Allocations Policy, with performance KPIs. • A streamlined, digital workflow with reliable performance data • Refresh Allocations Scheme that is aligned with WDC and meets housing needs	**Progress so far** ☑ Voids Lead appointed (March 2025) ☑ Live Voids Tracker established in Excel (May 2025) ☑ Orchard MRI commissioned to activate the Voids Module; staff workshops held (final session 8 October following staff absence) ☑ Executive (17 July 2025) approved contract awards: -Lot 1: Day-to-day void refurbs R. Benson - Lot 2: Legacy void refurbs- R. Benson **Current position** Finalisation of voids contracts has been delayed due, and consultation on the Voids & Lettable Standard has been slightly delayed. As a mitigation, a technical voids document is being used to maintain operational consistency. **Next steps** 🟪 Finalise and mobilise voids contracts (Lots 1 & 2) once pricing agreement is reached (target Oct 2025) 🟪 Complete and launch Voids & Lettable Standard consultation (Oct-Nov 2025) 🟪 Orchard Voids Module go-live following final workshop (Oct 2025) with staff training and support 🟪 Draft and adopt formal Voids Procedure to standardise processes (by Nov 2025) 🟪 Clear backlog voids and embed business-as-usual KPIs (Q4 2025/6) 🟪 Appraise and determine future use of development voids (Westborough) (Q4 2025) 🟪 Decision needed on the direction of the Allocations Scheme Refresh for implementation on March 26	**Amber** Currently (end Sept 25) there are 180 voids that could be let and 78 held for long term regen Delay in finalising voids contracts may impact mobilisation and void turnaround performance Day to day reduction in repairs capacity may impact on day-to-day void turnaround Orchard Voids Module adoption has slightly slipped (by a month) back on track now Development voids (Westborough) risk prolonged rent loss if decisions are deferred	Feb-25	July-26	Solace/ HIP: H19 & H20 Tenancy Standard Allocations & Homelessness Regulations HQN

| 4.1 | Asset Management | **Objective:** To prepare a robust Asset Management Strategy and interim Planned Works approach that ensures regulatory compliance, resident safety, and value for money. Given the limited timeframe before Local Government Reorganisation (LGR), the focus is on building an evidence base and ensuring essential planned works continue, whilst developing a longer-term strategic capital delivery programme.

What good looks like:

• A clear Asset Management Strategy adopted by Executive.
• Accurate stock condition data informing future investment planning.
• A short-term capital programme that prioritises safety, compliance, and essential works.
• Regulatory compliance embedded in asset management
• Effective use of internal and external resources to manage delivery risks. | **Completed**
✅ **Asset Management Strategy**
• HQN appointed and mobilisation commenced July 2025.
• Detailed information request provided August 2025; TEG consulted on approach and resident questionnaire.
• Resident questionnaire now live on GBC website.
✅ **Stock Condition Survey**
• Procurement and legal processes nearing completion; contract signing slipped from Sept to 6 Oct 2025.
• Three-year phased delivery, with 1,700 surveys for Year 1 (Oct 2025-Feb 2026).
• Resident letters, calling cards, and pilot surveys completed; adjustments made to survey forms and reporting.
✅ **Short-Term Capital Programme**
• 2025/26 programme focuses on urgent works, compliance, and safety priorities.
• Kitchens, bathrooms, and roofing contracts delayed pending procurement; new K&B procurement underway.
• New voids contractor to start 13 Oct 2025.
✅ **Resourcing**
• Interim Head of Asset Management and Capital Delivery appointed.
• Recruitment of key temporary delivery roles agreed; interviews w/c 6 Oct 2025.
Next Steps
🟪 Recruit first tranche of interim delivery roles (Oct 2025) and draft long-term structure with Waverley BC.
🟪 Monitor £5.5m capital programme, focusing on safety-critical works, and report outcomes (Mar 2026).
🟪 Mobilise new voids contractor and finalise K&B procurement; review Fire Door Replacement contract.
🟪 Progress Asset Management Strategy - | **Amber**

Limited timeframe before LGR and ongoing capacity and procurement challenges slowing key investment contracts. Risk non-delivery of full programme in-year.

Forecast reduced to £6.3m, with slippage into 2026/27.

Delay in stock condition surveys may impact long-term planning.

High reliance on interims may affect continuity through transition to LGR - review of staffing structure underway

Failure to fully meet the Decent Homes Standard due to incomplete stock data and delayed planned works - mitigate through the Asset Management Strategy, stock condition survey (Oct 2025–Feb 2026), and accelerated capital procurement. | Nov-24 | Aug-26 | Solace/ HIP: H29

Home Standard

Decent Homes Standard (2024)

HQN |

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
			consolidate stock, energy, and contextual data; revised Executive date 29 Jan 2026. 🟪 Mobilise stock condition survey; begin first tranche of resident appointments (Oct 2025). 🟪 Secure 2026/27 capital budget and procure medium-term delivery partners (by Mar 2026).				
4.2	**Building Safety Engagement Strategy**	To develop and implement a resident-focused Building Safety Engagement Strategy that ensures clear communication, compliance with safety regulations, and increased resident confidence, with a focus on high-rise and higher-risk buildings. **What good looks like:** • Clear communication - Regular resident updates on safety measures and responsibilities. • Regulatory compliance - Engagement aligns with building safety laws and best practices. • Confident, informed residents - Accessible info, workshops, and engagement channels. • Trained staff - Housing officers understand and fulfil safety responsibilities. • Continuous improvement - Ongoing monitoring and resident feedback	**Progress so far:** ✅ Strategy approved by Executive (June 2025) ✅ Preparatory work underway on resident communications and workshops ✅ Initial scoping of a Building Safety Information Hub ✅ Training plans being developed to support consistent safety messaging ✅ Awaab's Law Training Completed (Oct 25) **Next Steps:** 🟪 Launch (or pilot) Building Safety Information Hub (timing under review - Sept 2025 target slipped) 🟪 Deliver staff training on safety engagement (date tbc)	**Amber** Resident Safety Hub development behind schedule - risk of missed regulatory expectation & Failure to provide timely resident updates could undermine trust and regulatory compliance Insufficient staff resource and training may weaken frontline engagement with residents	Jan-25	Feb-26	Building Safety Act 2022 (Section 91) Home Standard

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
4.3	**Damp & Mould Prevention and Management Programme**	**Objective:** To deliver a proactive and accountable damp and mould management strategy with clear case management, specialist expertise, and timely interventions, improving resident health, housing conditions, and ensuring compliance with the Home Standard and Housing Ombudsman requirements. **What good looks like:** • Clear processes for logging, tracking, and resolving damp and mould cases. • Timely assessments and interventions with dedicated professionals. • KPI framework in place to monitor resolution times, repeat cases, contractor performance, and resident satisfaction. • Proactive prevention work to reduce damp and mould risks long term.	**Progress so far** ☑ AICO Casework Management System live (June 2025) - now business as usual for case tracking ☑ Staff onboarding and training completed (July 2025); teams managing cases through new system ☑ Inspection performance consistently above 97% within 10 working days; average inspection time 5-6 days ☑ New emergency decant process implemented through a commercial provider ☑ Additional resource recruited to expand capacity in the Damp & Mould team ☑ Review of all Damp & Mould policies completed; procedures being updated to reflect statutory timeframes ☑ Staff training on *Awaab's Law* delivered 8 October 2025 ☑ Progress Report to Sept Housing Operations Board **Next steps** ▢ Launch new triage and case reporting process (Oct 2025) to replace interim manual reporting ▢ Finalise policy and procedural updates to align with legal timeframes (by 27 Oct 2025) ▢ Strengthen contractor performance monitoring to ensure timely resolution and quality control ▢ Review and implement resident communication templates to meet 3-day summary report requirement ▢ Pilot environmental monitoring technology to support preventative management (Q4 2025)	**Amber** Delay in full system implementation (Sept 2025) could limit visibility of cases and short-term reporting - *mitigation:* exploring whether the new Axis/CLC system could provide a more effective case management and reporting solution. Repairs capacity currently stretched, with Axis/CLC mobilisation underway - *mitigation:* prioritising damp and mould cases during mobilisation and strengthening contractor performance monitoring to ensure continuity of service.	**Jan-25**	**Dec-25**	Home Standard Housing Health & Safety Rating System (HHSRS)

| 4.4 | Housing Compliance Improvement Project | **Objective:** To achieve and maintain full housing compliance across all safety disciplines - fire, gas, electrical, asbestos, legionella, lifts, smoke/CO detectors, and damp & mould - ensuring residents live in safe homes and the Council meets all regulatory standards.

What good looks like:
• 100% compliance across all areas, with robust monitoring and reporting.
• Efficient contractor performance management ensuring quality and value for money.
• A compliance system (TCW) that gives real-time oversight and drives accountability.
• Residents engaged and informed through clear communication and improved access rates | **Progress so far**
✅ Governance strengthened with improved oversight and regular reporting to the RSH
✅ RSH reporting frequency reduced from monthly to every 8 weeks (from July 2025)
✅ **The Compliance Workbook (TCW)** live since 21 May 2025 – now business as usual for electrical and gas; asbestos and FRA data upload due Sept 2025
✅ New tenders mobilised: electrical (Pilon, Oct 2025 start), asbestos (PA Group, Sept 2025 start); gas tender progressing
✅ Aug **KPIs:**
• Fire Risk Assessments: 119 outstanding actions, all buildings inspected, new inspection programme starts in Nov 25
• Fire door programme 70% complete; revised completion Jan 2026 (budget approved, contractor in place)
• Electrical compliance: 90% 100% communal EICRs
• Gas compliance: 99.9% valid certificates (4 properties under active management)
• Smoke/CO detector compliance at 93%, expected to reach ~99% once full inventory verified
• Lift servicing and LOLER inspections at 100%
• Legionella compliance at 100%, with no remedial actions outstanding
Current position
• Fire Enforcement Notice remains in force on Bedford House, monitored through monthly reporting and corrective action plan.
• Compliance policies were delayed and will now go to Housing Operations Board in November 2025 for approval.
• Water Safety received a Limited Assurance audit, highlighting gaps in | **Amber**

Fire door backlog and active enforcement notice (Bedford House) remain a focus until full resolution (Jan 2026)

Limited Assurance audit on water safety – requires strengthened contractor oversight and improved record-keeping

Delay in compliance policy approval (to Nov 2025) may temporarily weaken governance

Contractor mobilisation (gas, electrical, asbestos) could slip if not tightly managed

TCW data migration and validation still bedding in across all compliance areas

Resident communication on fire safety needs to be accessible across all blocks along with fire safety training for housing management staff | June-24 | Mar-26 | Home Standard

Building Safety Act 2022

Social Housing Regulation Act 2023

HQN |

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
			hazard management and contractor record-keeping - corrective actions underway with Asset and Compliance teams. **Next steps** 🟪 Finalise and adopt all compliance policies (Nov 2025) 🟪 Publish updated fire safety and standard operating procedures including PEEPS & Fire Safety for residents (Nov 2025) 🟪 Complete procurement of long-term compliance contracts – gas (Autumn 2025), asbestos (Sept 2025), electrical (Oct 2025) 🟪 Launch Home Safety Handbook for residents and increase safety communications (Q4 2025) 🟪 Accelerate fire door replacement programme (target Jan 2026) 🟪 Strengthen monitoring and data validation within TCW, particularly for water safety				

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
5.1	**Tenant Satisfaction Measures & Feedback**	To develop a structured approach for listening to resident feedback, ensuring multiple feedback mechanisms are in place, Tenant Satisfaction Measures (TSMs) are effectively collected and used, and feedback drives service improvements and decision-making. What good looks like: • Feedback actively informs policies, priorities, and decision-making. • A mix of surveys, complaints, digital tools, and in-person engagement in place • Residents see how their feedback shapes services through "You Said, We Did" • A structured approach for monitoring trends, acting on issues, and refining services.	☑ Collaboration with survey provider confirmed enhanced 2025/26 survey approach (broader question set and more frequent data collection). ☑ Acuity TSM phase 1 results received - improvements in all areas so far - feedback analysed. ☑ Acuity TSM survey results for lettings received - analysis underway. ☑ "You said we did" pages launched online for residents ☑ Annual Report to Tenants published and promoted (July 2025) - positive early feedback. ☑ Phase 1 25/26 TSM survey completed (July-August) next stage in Nov 25. **Next Steps:** Now embedded and moved to BAU	**Completed**	**Nov-24**	**Mar-26**	Solace/ HIP: H36 Tenant Satisfaction Measures (TSMs) (Regulator of Social Housing, 2024) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
5.2	Resident Engagement	To develop a Resident Engagement Strategy that improves communication, strengthens participation, enhances community pride, fosters collaboration between staff and tenants, and ensures accountability through effective scrutiny mechanisms. **What good looks like:** • Residents receive regular service updates through multiple channels. • Meaningful involvement in decision-making, service design, and scrutiny. • Increased engagement in local projects, estate improvements, and resident-led initiatives. • Staff and residents work together to improve services and build trust. • Resident oversight through mystery shopping, deep dives, and estate walkabouts.	**Completed** ✅ Resident Engagement Strategy approved at Executive on 19 June 2025. ✅ Improve accessibility and communication - new website pages and mailing lists ✅ Resident "sounding board" launched to reach out to residents for future engagement opportunities -35 engaged residents ✅ Keeping in Touch Days delivered in August 25- 15 staff, 100 households visited; data captured to update records. 20% residents required follow up work. ✅ Governance Process designed for residents groups (formal and informal) **Sept 25** 🟪 Delivered additional Keeping in Touch Days (September 2025) and analysed results. 🟪 Held discussions with TEG Chair on the future role of scrutiny and embedding it into resident involvement. TPAS engaged to mentor residents joining the Scrutiny Panel and provide structured support. **Next Steps** 🟪 A proposed scrutiny framework will be taken to TEG in October 2025 for feedback and agreement. 🟪 Completing the **Self-Assessment for the Transparency, Influence & Accountability Standard** by mid-October. This will serve as our evidence base for the regulator. 🟪 Deliver Business Safety Engagement events (Autumn 2025). 🟪 Explore training options for staff on engagement	**Amber** Resident scrutiny not yet fully embedded - work is underway on a framework Limited staff capacity may delay delivery of the engagement and scrutiny framework and restrict consistent support for resident groups. Engagement activity not yet embedded across all housing functions – risk that involvement remains project-based rather than part of day-to-day service design and improvement. Inconsistent staff understanding of engagement principles – training required to ensure all teams apply resident engagement consistently and effectively.	Sep-24	Apr-26	Solace/HIP: H37 Transparency, Influence & Accountability Standard (TIAS) HQN

Task	Name	Objective	Actions	Current RAG Status	Start	Finish	Source
5.3	Complaint Handling	To enhance complaint handling processes by ensuring efficient response times, improved case management, better resident communication, and compliance with the Housing Ombudsman Complaint Handling Code, while embedding a culture of learning from complaints to drive service improvements. **What good looks like:** • All residents receive an initial call within 48 hours, and complaints are resolved within target timeframes. • Residents are kept informed throughout the complaints process. • Strengthened governance, reporting, and escalation processes. • Complaints are actively used to identify and implement service enhancements	**Completed** ✅ Transactional surveys with Acuity ongoing - early learning being disseminated to service leads. ✅ Corporate Complaints Policy under review, with completion targeted for end of September 2025. ✅ Complaints Resolution Officer has introduced more robust "lessons learnt" logs and action monitoring during August 2025. **Next Steps** 🟪 Finalise and adopt updated Corporate Complaints Policy (Oct 2025). 🟪 Establish a clear framework for capturing, reviewing and acting on complaints and feedback led by the Complaints Resolution Officer (underway, due by November 2025). 🟪 Continue to strengthen root cause analysis to identify recurring issues and inform service redesign (Q3-Q4 2025). 🟪 Continue to strengthen sharing of complaints insights across housing teams to support learning and improve customer outcomes (Q3-Q4 2025).	**Amber** Ongoing shortage of repairs capacity leads to delays and higher complaint volumes Revised Corporate Complaints Policy has been delayed in approval, leaving the council temporarily non-compliant with Housing Ombudsman guidance.	Jul-24	Dec-25	Solace/HIP: H31&H32 Housing Ombudsman Complaint Handling Code (2024) HQN