



Housing Improvement Plan Refresh

27 February 2025

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Task	Name	Objective	Actions	Status	Start	Finish	Source
1 Programme Management: Align strategy, optimise resources, deliver impact: Lead Programme Manager							
1.1	Programme Set Up	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop an improvement plan for housing in response to the SOLACE recommendations - Full council 2024) <input checked="" type="checkbox"/> Programme set up complete for refreshed plan (Jan 25) <input checked="" type="checkbox"/> Programme governance is completed. <p>Next Steps</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communications & engagement strategy - by 31 Mar 25 <input type="checkbox"/> Assign Resources to the detailed plan in MS Project - by 30 Apr 25 <input type="checkbox"/> Risks and Issues log completed - by 31 Mar 25 <input type="checkbox"/> Approval of the high-level plan - by 30 Apr 25 	in progress	Nov 24	Apr-25	Solace/ HIP: H1 HQN



Task	Name	Objective	Actions	Status	Start	Finish	Source
2. Organisational Excellence and Modernisation: A resilient and well managed service: Lead Ass. Director of Housing							
2.1	Governance & Strategic Oversight	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> ✓ 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. 	completed	Apr-24	Nov-24	Solace/ HIP: H2 & H14 & H25 & H27 HQN Transparency, Influence, and Accountability Standard (RSH 2024)



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.2	Service Performance Measurement & Accountability Framework	<p>Why we are doing this: To establish a structured approach for measuring, monitoring, and improving performance, ensuring alignment with strategic goals and accountability for outcomes.</p> <p>What good looks like: Performance will be transparently measured and continuously improved to demonstrate compliance, stakeholders will have confidence in service delivery, risks will be proactively managed, and data-driven insights will support informed decision-making and long-term impact.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Review of KPIs 24/25 completed with team leaders May 2024 <input checked="" type="checkbox"/> Key Performance Indicators for 2025/26 have been defined and are now out for approval. <p>Next Steps</p> <ul style="list-style-type: none"> <input type="checkbox"/> Housing risk log will be updated in March 2025. <input type="checkbox"/> Establish a performance framework by May 2025 <input type="checkbox"/> Develop real-time tracking tools by August 2025 	In progress	Jan-25	Aug-25	<p>Solace/HIP: H2</p> <p>Transparency, Influence, and Accountability Standard (RSH 2024)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.3	Building a Data Driven Culture	<p>Why we are doing this: To establish robust data management practices, improve data accuracy and accessibility, and leverage data-driven insights for informed decision-making across key property and tenancy areas.</p> <p>What good looks like: Data will be accurate, accessible, and effectively used to drive strategic decisions, operational efficiencies will be improved, and officers will be equipped with the skills and tools to utilise data analytics for proactive service management.</p>	<p><input checked="" type="checkbox"/> Audit and centralisation of data on garages, car parks, and HRA properties has been completed.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Audit & review of all leasehold properties let to RPs and charities by Sep 25 <input type="checkbox"/> Review and validate property and tenancy details held by Dec 25 <input type="checkbox"/> Develop and train officers in the use of data analytical tools by Mar 26 	In progress	Nov-24	Mar-26	<p>Solace/ HIP: H23 & H34 & H35</p> <p>Social Housing Regulation Act 2023</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.4	Sound Financial Management of Housing Services	<p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> The financial management framework for housing has been strengthened, ensuring HRA Accountants support housing services, and procurement compliance is enforced. <input checked="" type="checkbox"/> Review Housing GF budgets to ensure correct appropriation between HRA and GF <input checked="" type="checkbox"/> Dedicated Procurement Officer for Housing in place <input checked="" type="checkbox"/> Procurement and finance training has been delivered for key staff <input checked="" type="checkbox"/> Financial controls, including purchase order approvals and procurement oversight, have been improved. <input checked="" type="checkbox"/> A procurement pipeline has been established, along with dedicated procurement support for housing. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Set up the Housing Property Finance & Contracts Board to embed accountability and assurance mechanisms - Ensure clear ownership of financial decisions, with routine compliance checks and transparent reporting by May 25 <input type="checkbox"/> Enhance financial tracking with dashboards by May 25 <input type="checkbox"/> Establish key performance indicators (KPIs) for all suppliers by Nov 25 <input type="checkbox"/> Ensure adequate procurement support in place longer term by June 25 	in progress	Apr-24	Apr-27	<p>Solace/ HIP: H15 & H16 & H17 & H18 & H25 & H28</p> <p>Best Value Duty (Local Government Act 1999)</p> <p>Local Government and Housing Act 1989 (Part VI, Sections 74-76)</p>



Task	Name	Objective	Actions	Statu	Start	Finish	Source
2.5	Digital Modernisation	<p>To modernise and streamline housing management through the procurement and implementation of a cloud-based digital system, ensuring improved efficiency, data accuracy, and seamless integration across finance, asset management, inspections, and CRM functions, while enhancing customer access through a dedicated customer portal.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Cloud-based system - A single platform eliminating duplication, improving data accuracy, and boosting efficiency. • Data-driven decisions - Real-time insights support proactive service management and planning. • Enhanced customer access - A self-service portal for tenants to manage accounts, access info, and report issues. • Optimised staff operations - Integration with finance, inspections, and asset management for seamless workflows.. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Define scope and write brief for project resource Next Steps (dates subject to change based on scope) <input type="checkbox"/> Establish Housing ICT Project Team by May 26 <input type="checkbox"/> Secure resources - Appoint project leads and specialists to drive implementation by June 25 <input type="checkbox"/> Conduct "As-Is" analysis - Review current systems, processes, and data gaps to inform future requirements by Sept 25 <input type="checkbox"/> Develop "To-Be" blueprint - Define the future vision, system requirements, and transformation roadmap, including cloud integration and portal functionality. By Oct 25 <input type="checkbox"/> Establish procurement strategy & approved business case. By April 26 <input type="checkbox"/> Develop stakeholder engagement & change management plan by May 26. Procurement of a new system by Dec 26 <input type="checkbox"/> Progress to system configuration, testing, and integration -By Apr 27 <input type="checkbox"/> Implement structured training & user adoption strategy - By April 27 	not started	Mar-25	Apr-27	<p>Solace/ HIP: H30</p> <p>RSH Consumer Standards (TIAS, Neighbourhood & Community Standard, Home Standard)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.7	Staff Performance & Culture	<p>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</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> ✓ A clear vision, mission, and values have been established and embedded across the organisation. ✓ Regular 1:1s, appraisals, and work-based behavioural targets are now in place. ✓ Collaboration platforms (Teams & SharePoint) have been launched to support teamwork and knowledge sharing. ✓ A skills audit has been completed to assess workforce capabilities and training needs. ✓ Senior managers now hold or are working towards the appropriate housing qualifications. ✓ Procurement and financial management training is in place. ✓ The whistleblowing policy has been embedded to support a culture of transparency and accountability. ✓ The Housing Improvement Group has been launched to drive continuous service improvements. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Housing Away day March 2025 & Winter 25 <input type="checkbox"/> Deliver a Training & Development Programme - Focus on customer service, resilience, EDI, and leadership by Dec 25 <input type="checkbox"/> All teams and individuals have objectives set by June 25 <input type="checkbox"/> Implement appraisal monitoring - Track progress via Business World for transparency and consistency by May 25 	in progress	Jul-24	Dec-25	<p>Solace/ HIP: H4 & H6 & H7 & H8 & H11 & H12 & H13</p> <p>RSH Tenant Involvement & Empowerment Standard (TIES)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.8	Workforce & Operating Model Transformation	<p>To create a sustainable, efficient housing operating model with the right leadership, staffing, and governance, streamlined recruitment, and a structure that ensures long-term service delivery and compliance.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Clear and sustainable structure - Defined roles and responsibilities within a fully resourced service. • Right people, right roles - Leadership and staffing aligned with strategic needs. • Efficient recruitment - A streamlined process reducing reliance on agency staff. • Workforce stability and compliance - A model that ensures resilience and regulatory adherence. 	<ul style="list-style-type: none"> ✓ A permanent joint strategic director is in place. ✓ Pivotal roles in compliance and repairs have been appointed, including Surveyors ✓ Agency staff recruitment, induction, and management processes have been reviewed. ✓ The brief and plan for delivering the TOM has been completed <p>Next Steps</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appoint a specialist HR project lead - Lead the project and oversee workforce transformation by end March 25 <input type="checkbox"/> Conduct a housing staffing structure review - Assess roles, capacity, and long-term workforce needs by Sept 25 <input type="checkbox"/> Launch the new operating model- Implement the redesigned structure, ensuring alignment with strategic objectives. By Dec 25 <input type="checkbox"/> Embed and refine the model - Monitor, adjust, and ensure a smooth transition to the new structure. By April 26 	In progress	Apr-24	Feb-26	<p>Solace/ HIP: H5 H9 H33</p> <p>RSH Consumer Standards (TIAS, Home Standard, Neighbourhood & Community Standard)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.9	Housing & Homelessness Strategies	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Housing Strategy and Homelessness & Rough Sleeping Strategy have been drafted - Providing a framework for improvement. <input checked="" type="checkbox"/> Stakeholder and resident consultation completed - Feedback from residents, the Tenant Engagement Group (TEG), stakeholders, and partners has been incorporated. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Present both strategies to governance boards - Secure approval and ensure alignment with corporate priorities. By April 25 <input type="checkbox"/> Secure Executive sign-off - Formal adoption of the strategies. by April 25 <input type="checkbox"/> Develop an Implementation Plan - Define milestones, responsibilities, and key actions. By May 25 <input type="checkbox"/> Integrate strategies into housing services - Update policies, train staff, and align service delivery. <input type="checkbox"/> Establish a performance monitoring framework - Track progress and impact against strategic objectives. By June 25 <input type="checkbox"/> Launch and communicate the strategies - Use digital channels, reports, and stakeholder events to engage staff, partners, and residents. By June 25 	In progress	Dec-24	Jun-25	<p>Solace/ HIP: H3</p> <p>Homelessness Reduction Act 2017</p> <p>Local Authority Housing Strategy Requirements</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.10	Robust Regulatory Compliance - review	<p>To ensure full compliance with the Social Housing Act through an independent review, action planning, and alignment with regulatory expectations.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> ✓ 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. 	completed	Jan-25	Mar-25	<p>Solace/ HIP: H36 & H38</p> <p>Consumer Standards (2024)</p> <p>Building Safety Act 2022</p> <p>Social Housing Regulation Act 2023</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
2.11	North Downs Housing: Future Options Appraisal	<p>To conduct a comprehensive governance and financial viability review of North Downs Housing Limited (NDH), evaluating options for its future operation-including continuation as a commercially viable entity or winding up the company-to ensure the best value and strategic outcome for the council.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Clear financial and governance position - A full understanding of NDH's viability, risks, and compliance. • Strategic decision-making - An options appraisal that balances commercial viability, legal compliance, and council priorities. • Transparent process - Stakeholder engagement and expert input guiding the final recommendation. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Regular NDH Reporting to the Executive Shareholder & Trust Committee, as part of the wider improvement work with the Council's function with Companies, Charities and Trust <input checked="" type="checkbox"/> Future Options Appraisal initiated - Reviewing NDH's governance, financial position, and strategic direction. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Procure external expertise - Secure independent specialists to support the review. By March 25 <input type="checkbox"/> Conduct a detailed financial, governance, and legal review - Assess NDH's viability and compliance. By August 25 <input type="checkbox"/> Undertake a market and risk assessment - Evaluate options for continuation, restructuring, or winding up. <input type="checkbox"/> Engage stakeholders - Gather insights to refine the recommended approach. <input type="checkbox"/> Produce a final recommendation report - Provide a cost-benefit analysis and an implementation plan to support the council's decision. By August 25 	in progress	Aug-24	Aug-25	<p>Solace/ HIP: H24</p> <p>Housing & Planning Act 2016</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
3. Service Improvement & Delivery: High quality responsive services: Lead Head of Neighbourhood Services							
3.1	Household Data Collection Strategy	<p>To ensure accurate, up-to-date household data that improves service delivery, compliance, and decision-making.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Complete and accurate household records - Ensuring services are tailored to tenant needs and regulatory standards are met. • Efficient data management - A structured process for collecting, verifying, and maintaining household information. • Ongoing data quality assurance - A monitoring framework that prevents gaps and inconsistencies 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Tenancy Visit Process agreed and standardised - Ensuring a consistent approach to data collection. <input checked="" type="checkbox"/> Procedures and data collection forms in place - Providing clear guidelines for staff. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identify resource to deliver data mapping exercise by Apr 25 <input type="checkbox"/> Identify and map missing household data - Address gaps and inconsistencies in records. <input type="checkbox"/> Allocate / hire resources for data entry - Ensure sufficient staffing to process and verify information. <input type="checkbox"/> Complete backlog of data entry - Improve record accuracy and reliability. <input type="checkbox"/> Deliver staff training - Equip teams with the skills to collect, enter, and manage household data effectively. <input type="checkbox"/> Develop a structured monitoring process - Maintain data quality and consistency. <input type="checkbox"/> Implement a 2-year rolling programme of tenancy visits - Keep household records regularly updated by Apr 25 	in progress	Feb-25	Oct-25	<p>HQN</p> <p>General Data Protection Regulation (GDPR)</p> <p>Housing Ombudsm an Code</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.2	Modern Tenancy Agreements & Tenancy Policy	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<p><input checked="" type="checkbox"/> First iteration of the Tenancy Agreement drafted by legal</p> <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Tenancy Agreement Agreed internal stakeholders by 31 March 25 <input type="checkbox"/> Prepare for formal consultation - Develop materials and gather internal feedback. By 25 Apr 25 <input type="checkbox"/> Conduct formal consultation - Engage tenants, stakeholders, and legal teams for feedback by Jul 25 <input type="checkbox"/> Incorporate consultation feedback - Refine the draft Tenancy Agreement and Policy. by Jul 25 <input type="checkbox"/> Seek formal governance and executive sign-off - Ensure compliance and approval. by Oct 25 <input type="checkbox"/> Implement approval process for ending flexible tenancies - Transition tenants to secure tenancies. by Dec 25 <input type="checkbox"/> Roll out new agreements and policy - Embed changes into tenancy management practices. By Dec 25 	in progress	Feb-25	Dec-25	Tenancy Standard (Regulator of Social Housing)



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.3	ASB / Domestic Violence Review	<p>To review, update, and implement a legally compliant, tenant-informed ASB and Domestic Violence Policy that aligns with consumer standards, strengthens staff capability, and improves response effectiveness.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Policy reviewed and updated - Ensuring legal and regulatory compliance. <input checked="" type="checkbox"/> Legal & Tenant Engagement Group (TEG) consultation completed - Incorporating feedback from key stakeholders. <input checked="" type="checkbox"/> Equality Impact Assessment (EIA) conducted - Ensuring the policy is inclusive and equitable. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Incorporate insights from legal, tenants, and stakeholders - Refine the final policy draft. By June 25 <input type="checkbox"/> Develop operational procedures - Provide clear case management guidance for staff by Aug 25 <input type="checkbox"/> Submit policy to the Housing Operations Board (HOB) - Ensure governance review and approval by Sept 25 <input type="checkbox"/> Secure final executive sign-off - Formal approval before implementation. Sept /Oct 25 <input type="checkbox"/> Implement the policy with staff training - Ensure teams are equipped to respond effectively by Dec 25 <input type="checkbox"/> Monitor compliance and effectiveness - Regularly review case handling and policy impact 	in progress	Jan-25	Dec-25	<p>Anti-Social Behaviour, Crime and Policing Act 2014</p> <p>Neighbourhood & Community Standard (2024)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.4	Policy & Procedures Review and Implementation Programme	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> All housing policies identified and grouped into batches - Structured for phased review and approval. <input checked="" type="checkbox"/> Approval timeline established - Ensuring a clear pathway for governance sign-off. <p>Next Steps (rolling programme to be agreed by April 25)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Submit each batch for legal, finance, HR, and equalities review - Ensure compliance before governance approval. <input type="checkbox"/> Co-produce policies with tenants - Engage residents in drafting and reviewing policies to ensure accessibility and relevance. <input type="checkbox"/> Progress policies through Housing Operations Board (HOB) and Executive sign-off - Secure formal approval. <input type="checkbox"/> Draft and align operational procedures - Ensure policies translate into effective frontline practice. <input type="checkbox"/> Assign ownership for implementation - Clarify accountability for policy rollout. <input type="checkbox"/> Deliver staff training - Embed policies into day-to-day operations. <input type="checkbox"/> Introduce monitoring and compliance checks - Ensure adherence and effectiveness. <input type="checkbox"/> Review and refine process after each batch - Improve efficiency and governance. 	In progress	Jan-25	Jan-26	Consumer Standards, Regulatory Framework (RSH) HQN



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.5	Enhancing Estate Management Practices	<p>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</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<p><input checked="" type="checkbox"/> Scoping completed on current contracts and estate management processes - Understanding existing challenges and gaps.</p> <p>Next Steps: Programme to be agreed by May 25</p> <p><input type="checkbox"/> Review estate management practices - Identify areas for improvement in inspections, maintenance, and tenant involvement.</p> <p><input type="checkbox"/> Assess and update cleaning and grounds maintenance contracts - Ensure alignment with service expectations and resident needs.</p> <p><input type="checkbox"/> Refresh the estate inspection process - Establish clear standards, accountability, and reporting mechanisms.</p> <p><input type="checkbox"/> Gather stakeholder and tenant feedback - Engage residents and staff in shaping service improvements.</p> <p><input type="checkbox"/> Develop new contract specifications - Define service standards and performance expectations.</p> <p><input type="checkbox"/> Procure new contracts - Secure providers who meet the revised estate management requirements.</p> <p><input type="checkbox"/> Establish a monitoring and inspection framework - Implement KPIs and reporting tools for contract compliance.</p> <p><input type="checkbox"/> Implement the new estate management model - Embed structured inspections, enhanced tenant engagement, and ongoing service oversight.</p>	In progress	May-25	Apr-26	Neighbourhood & Community Standard (2024) HQN



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.6	Improving Leasehold Management Services	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<p><input checked="" type="checkbox"/> Phase 1 of the Leasehold Management Review initiated, including:</p> <ul style="list-style-type: none"> • Service review with consultants to assess strengths and areas for improvement. • Training on new legislation to prepare for regulatory changes. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Engage leaseholders through surveys and forums - Gather insights to shape service improvements. Mar 25 <input type="checkbox"/> Consult internal teams - Align leasehold services with operational priorities. Feb - Mar 25 <input type="checkbox"/> Benchmark best practices - Compare against high-performing providers to identify improvement opportunities. Feb-Mar 25 <input type="checkbox"/> Develop a report with key findings and recommendations - Present to governance boards for approval. By April 25 <input type="checkbox"/> Implement service improvements - Develop an action plan to address recommendations. April - August 25 <input type="checkbox"/> Embed changes in communication, service charge transparency, and dispute resolution - Ensure clarity and fairness for leaseholders by Aug 25 	in progress	Jan-25	Aug-25	<p>Solace/ HIP: H21 & H22</p> <p>Leasehold Reform (Ground Rent) Act 2022</p> <p>Home Standard</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.7	Improving the Repairs Service	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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 	<p><input checked="" type="checkbox"/> Repairs Service Improvement Project scoped - Objectives, priorities, and key challenges identified.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appoint a Project Lead & Manager - Oversee delivery and ensure accountability by end April 25 <p>Then project milestones to be agreed:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Review repairs service performance - Assess current inefficiencies, backlogs, and service gaps. <input type="checkbox"/> Engage tenants, staff, and contractors - Gather feedback to shape improvements. <input type="checkbox"/> Map and redesign the repairs process - Improve scheduling, contractor management, and compliance. <input type="checkbox"/> Implement the new repairs model - Embed changes to drive efficiency and service quality. <input type="checkbox"/> Monitor performance and refine approach - Ensure continuous improvement and tenant satisfaction. 	not started	Mar-25	Jan-26	<p>Home Standard (2024)</p> <p>Tenant Satisfaction Measures (TSMs)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
3.8	Voids & Lettings Review	<p>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 repurposing, and implementing policies that maximise housing stock efficiency.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Faster turnaround times - Reduced void periods and improved allocation of homes. • Stronger contractor management - Clear expectations and accountability for voids works. • A streamlined new tenant process ensuring tenants settle in smoothly. • Optimised use of housing stock - Long-term voids assessed for disposal, repurposing, or reinvestment. • A clear voids policy, performance KPIs, and compliance checks to maintain service quality. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Regular voids monitoring in place - Improving oversight of turnaround times and performance. <input checked="" type="checkbox"/> Voids standard developed - Ensuring consistency in property conditions before re-letting. <input checked="" type="checkbox"/> Recruitment underway for a Voids Lead - Strengthening leadership and accountability. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appoint a Voids Lead (in progress) by 5 April 25 Then project milestones to be agreed: <input type="checkbox"/> Establish a formal voids policy - Standardising processes and expectations. <input type="checkbox"/> Conduct a full review of voids and lettings processes - Identify areas for improvement. <input type="checkbox"/> Address long-term voids - Assess properties for disposal, repurposing, or re-letting. <input type="checkbox"/> Stakeholder workshops - Improve coordination between teams and contractors. <input type="checkbox"/> Enhance voids processes and contractor agreements - Strengthen contract terms and service expectations. <input type="checkbox"/> Improve the tenant onboarding process - Ensure smooth transitions and early tenancy support. <input type="checkbox"/> Embed policy updates, performance KPIs, and compliance checks - Maintain efficiency and accountability. 	in progress	Feb-25	July-26	<p>Solace/ HIP: H19 & H20</p> <p>Tenancy Standard</p> <p>Allocations & Homelessness Regulations</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
4. Quality, Safety, and Compliance: Our residents live in compliant, safe, and healthy homes: Lead Head of Repairs & Maintenance							
4.1	Asset Management Strategy & Planned Works	<p>To develop and implement an Asset Management Strategy and Planned Works Programme that ensures efficient investment, long-term asset sustainability, and regulatory compliance, while delivering VFM and improving housing quality for residents.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> An Asset Management Plan that ensures housing stock is well-maintained/ future-proofed and meets decent homes standards A Capital Budget approved, balancing short-term improvements with long-term sustainability. Works align with housing safety, regulatory requirements, and best practices. Procurement of long-term delivery partners 	<p><input checked="" type="checkbox"/> Procurement process for an Asset Management Consultant underway (26 Feb 25) - To support strategy development and implementation.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Appoint the Asset Management Consultant - Provide expertise in strategy development by April 25 <input type="checkbox"/> Develop a Short-Term Capital Programme - Address immediate investment needs. In progress <input type="checkbox"/> Create a Long-Term Investment Strategy - Ensure sustainable asset planning by Sept 25 <input type="checkbox"/> Finalise and approve the Asset Management Strategy & Plan - Establish a clear roadmap for asset sustainability. By Oct 25 <input type="checkbox"/> Secure Capital Budget approval - Ensure funding for planned investment by Feb 26 <input type="checkbox"/> Procure long-term delivery partners - Secure external expertise for efficient delivery by May 26 <input type="checkbox"/> Develop a contract and performance framework - Define expectations and ensure accountability <input type="checkbox"/> Implement asset investment projects - Improve housing stock efficiently and cost-effectively. 	In progress	Nov-24	Aug-26	Solace/ HIP: H29 Home Standard Decent Homes Standard (2024) HQN



Task	Name	Objective	Actions	Status	Start	Finish	Source
4.2	Building Safety Engagement Strategy	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Initial draft of the Building Safety Engagement Strategy completed - Outlining key principles and actions. <input checked="" type="checkbox"/> Stakeholder engagement conducted - Feedback gathered from residents, building safety teams, and external partners. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Secure formal sign-off - Final approval of the strategy by April 25 <input type="checkbox"/> Establish clear communication channels - Ensure regular resident updates on safety measures and responsibilities by June 25 <input type="checkbox"/> Create an accessible Building Safety Information Hub - Centralised, easy-to-understand resources for residents. By Sept 25 <input type="checkbox"/> Deliver staff training - Equip housing officers and frontline teams with safety engagement knowledge by sept 25 <input type="checkbox"/> Implement a monitoring and feedback loop - Regularly review engagement effectiveness and make improvements by Sept 25 	In progress	Jan-25	Sept 25	<p>Building Safety Act 2022 (Section 91)</p> <p>Home Standard</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
4.3	Damp & Mould Prevention and Management Programme	<p>To develop and implement a proactive and accountable damp and mould management strategy that ensures effective reporting, case management, specialist expertise, and resolution, improving resident health, housing conditions, and regulatory compliance.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Clear processes for logging, tracking, and resolving damp and mould cases. • Dedicated professionals ensuring timely assessments and effective interventions. • KPIs monitoring resolution times, repeat cases, contractor performance, and resident satisfaction. • Proactive prevention reducing damp and mould risks long-term. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Damp & Mould Management Framework in place - Providing a structured approach to tackling cases. <input checked="" type="checkbox"/> Reporting mechanisms established - Ensuring clear and accessible ways for residents to report issues. <input checked="" type="checkbox"/> Specialist damp & mould surveyor appointed - Strengthening expertise in case assessments. <input checked="" type="checkbox"/> Policy and operational procedures agreed and implemented - Standardising how cases are managed. <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Introduce a casework management system - Track reports, progress, and resolution timelines by June 25 <input type="checkbox"/> Establish a KPI reporting framework - Monitor resolution times, repeat cases, contractor performance, and resident satisfaction by May 25 <input type="checkbox"/> Ensure ongoing improvements and accountability - Use performance data to refine processes and enhance service delivery by Aug 25 	in progress	Jan-25	Aug 25	<p>Home Standard</p> <p>Housing Health & Safety Rating System (HHSRS)</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
4.4	Housing Compliance Improvement Project	<p>To enhance housing compliance by addressing fire safety, gas and electrical safety, legionella, lift maintenance, asbestos management, and smoke detector compliance, ensuring all properties meet regulatory standards and provide a safe environment for residents.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • Full regulatory compliance - All properties meet fire, gas, electrical, and safety standards. • Efficient monitoring and reporting - A robust compliance tracking system ensures timely action on safety issues. • Improved procurement and contractor management - Ensuring value for money and service reliability. • Engaged and informed residents - Clear communication and improved inspection access rate 	<ul style="list-style-type: none"> ✓ Governance strengthened - Improved oversight of compliance responsibilities. ✓ Monthly reporting to the Regulator of Social Housing (RSH) in place - Ensuring transparency and accountability. ✓ Major compliance areas addressed - Progress made on fire safety, lift maintenance, asbestos management, and smoke detector installations. ✓ Procurement processes improved - Strengthened contract management and cost efficiency. Short Term Procurement of contractors completed <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Implement a Compliance Casework & Monitoring System - Track overdue actions, contractor performance, and regulatory deadlines by May 25 <input type="checkbox"/> Enhance resident engagement - Improve communication and ensure better inspection access for safety checks by Jul 25 <input type="checkbox"/> Embed ongoing compliance monitoring - Maintain and continuously improve housing safety standards by Apr 25 <input type="checkbox"/> Complete Procurement of Longer term contracts by Sept 25 	In progress	June-24	Sept 25	<p>Home Standard</p> <p>Building Safety Act 2022</p> <p>Social Housing Regulation Act 2023</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
5. Resident Empowerment & Engagement: Lead Head of Insight & Engagement							
5.1	Tenant Satisfaction Measures & Feedback	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Annual Tenant Satisfaction Measures (TSMs) in place - Collecting resident views on key services. <input checked="" type="checkbox"/> Formal complaints and learning process established - Ensuring resident concerns lead to service improvements. <input checked="" type="checkbox"/> Additional feedback channels introduced - Expanding ways for residents to engage. <p>Next Steps (timelines to be agreed)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Develop a Residents' Charter - Define clear service commitments and resident expectations. <input type="checkbox"/> Establish Resident Scrutiny & Challenge Panels - Strengthen tenant involvement in service oversight. <input type="checkbox"/> Enhance digital and in-person engagement - Introduce online feedback and resident events. <input type="checkbox"/> Improve communication through "You Said, We Did" reports - Show how feedback leads to action. <input type="checkbox"/> Tenant-led reviews - Assess services from a resident perspective. 	In progress	Nov-24	Mar-26	<p>Solace/HIP: H36</p> <p>Tenant Satisfaction Measures (TSMs) (Regulator of Social Housing, 2024)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
5.2	Resident Engagement Strategy	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> 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. 	<p><input checked="" type="checkbox"/> Resident Engagement Plan developed - Created in collaboration with the Tenant Engagement Group (TEG), setting key priorities.</p> <p>Next Steps:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Secure leadership sign-off - Embed the strategy into housing services by May 25 <input type="checkbox"/> Improve communication and accessibility - Introduce multi-format information, website updates, and resident involvement pages by Aug 25 <input type="checkbox"/> Enhance resident participation - Expand TEG meetings and digital/in-person engagement opportunities by Sept 25 <input type="checkbox"/> Train staff on resident collaboration - Strengthen engagement skills across teams by Sept 25 <input type="checkbox"/> Implement resident scrutiny mechanisms (see 5.1) <input type="checkbox"/> Establish a monitoring and review process - Ensure continuous improvement based on feedback and impact by Sept 25 	In progress	Sep-24	Sep-25	<p>Solace/HIP : H37</p> <p>Transparency, Influence & Accountability Standard (TIAS)</p> <p>HQN</p>



Task	Name	Objective	Actions	Status	Start	Finish	Source
5.3	Complaint Handling	<p>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.</p> <p>What good looks like:</p> <ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> ✓ Complaint handling improvements fully implemented ✓ Dedicated oversight and improved tracking - Ensuring accountability and efficiency. ✓ Faster response times - All residents now receive a call within 48 hours. ✓ Enhanced resident communication - Providing updates at every stage of the process. ✓ Staff training in customer-focused complaint handling - Improving resolution and engagement. ✓ Learning from Complaints Framework embedded - Ensuring complaints drive service improvements. ✓ Performance monitoring and KPIs established - Tracking resolution times and satisfaction. ✓ Governance and escalation processes strengthened - Ensuring effective oversight and accountability. 	completed	Jul-24	Jan-25	<p>Solace/HIP : H31&H32</p> <p>Housing Ombudsm an Complaint Handling Code (2024)</p> <p>HQN</p>