

Housing Improvement Plan – Q4 2025/6 Update

<b><u>Consumer Standard</u></b>	<b><u>Ref</u></b>	<b><u>Consumer Standard outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Officer</u></b>	<b><u>Target Date</u></b>	<b><u>RAG Rating</u></b>	<b><u>Comments</u></b>	
<i>Neighbourhood and Community</i>	NC1	ASB and Hate Incidents 1.3	Provide ASB performance data via the Quarterly Performance Reports to Executive Committee and to tenants via the website and annual report,	Judith Willis	Jul-25	GREEN	Included in report to Executive 2nd September and thereafter quarterly. Included in Annual Report. A Housing ASB 'Report It' page is on our website and includes a link to the ASB and Hate Crime Tenant Satisfaction Measures quarterly performance measures.	Complete
<i>Neighbourhood and Community</i>	NC2	ASB and Hate Incidents 1.3	Review data recording of Hate Incidents	Judith Willis	Sep-25	GREEN	Work is in progress to improve Hate Crime report. Corporately it is reported through a North Worcestershire Community Safety Partnership reporting tool. Guidance has been issued to officers to pull off these cases appropriately on the Housing system. Officers are also booked on Victim Support - I am ME! - Hate Crime Conference 17th October 2025. These members of staff will be hate crime champions and will support the team with a greater understanding of hate crime.	Complete
<i>Neighbourhood and Community</i>	NC3	ASB and Hate Incidents 1,3	Establish a procedure to keep tenants informed of the progress of their ASB cases	Judith Willis	Sep-25 (Revised Jan-26)	GREEN	<p><b><u>Q3 update</u></b></p> <p><i>Officers are required to update tenants in a regular and timely manner. We continue to look at ways to ensure the frequency and method of communications tenants require are agreed at the first meeting following ASB being reported. Work is in progress to provide ongoing training to NTO's regarding effective communication, positive case closure and implementing a final visit at the case closure to ensure the survey is complete.</i></p> <p><i>On reviewing the current process using Cases and Tasks in CX, we note there</i></p>	Complete

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							<p>are limitations, hence we will be purchasing the ASB Module specifically designed to manage ASB in CX. This specialist software can further enhance the service we provide our tenants when they report ASB. Additionally, we will also then be better able to capture more detail on whether we are keeping tenants better informed, in the manner of their choosing, and embed the case closure survey with an aim to get one completed every time a case is closed.</p> <p><b>Q4 Update</b> The procedure to keep tenants informed is in place and therefore the action is complete however the team are now purchasing the CX ASB Module to further enhance the service with anticipated go live in December 2026.</p>	
Safety & Quality	SQ1	Repairs, Maintenance and Planned Improvements 1.4	Communicate to customers the priority codes and Repairs Policy together with performance against these	Simon Parry	Jul-25	GREEN	Priority Codes included in the Annual Report posted out July 30th and a separate page on the website has been developed and is live	Complete
Safety & Quality	SQ2	Repairs, Maintenance and Planned Improvements 1.4	Mobilise the Caretaker Service to undertake regular cleaning, testing and inspection of Communal Areas	Simon Parry	Aug-25	GREEN	Works commenced in early July to deep clean communal areas. The team is making a positive impact, which is being noticed by our customers. A programme has been developed and working efficiently although we are recruiting into the 2 remaining posts.	Complete
Safety & Quality	SQ3	Health and Safety 1.3	Finalise a plan for the completion for all outstanding remedial actions for Fire, EICR, and Legionella in appropriate timescales	Simon Parry	Sep-25 (Revised Nov-25)	GREEN	<p>Fire - Plan identifies financial implications dependant on timescale for completion.</p> <p>Legionella – Final actions are with a specialist external contractor to complete.</p> <p>EICR – Where Remedial Actions are identified these are being passed to the contractor for completion. We are also reviewing the need for specialist</p>	Complete

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							software to report on certification received to provide a dashboard for actions.	
Safety & Quality	SQ4	Health and Safety 1.3	Mobilise a fire door inspection programme	Simon Parry	Sep-25	GREEN	<p><b>Q3 Update</b> Surveys have commenced with 35 Blocks inspected, target for completion of all surveys in November 2025.</p> <p><b>Q4 Update</b> Surveys of Fire doors are complete and remedial actions identified and programme of works ongoing to carry out repairs to doors including the installation of door closers.</p>	
Safety & Quality	SQ5	Repairs, Maintenance and Planned Improvements 1.4	Implement Total Mobile for Repairs and Maintenance	Simon Parry	Sep-25 (Revised Jan-26) REVISE D MAY 2026	GREEN	<p><b>Q3 Update</b> R&amp;M Module complete, final testing being completed on Contractor and Gas Modules.</p> <p><b>Q4 Update</b> Integration issues were initially identified between the TM system and the CX Housing management and repairs system. The issues were formally escalated to senior leadership at TotalMobile, resulting in direct intervention by the Delivery Director and wider operations leadership. Additional specialist resource was deployed, improving joint working arrangements and enabling more open, productive discussions with increased confidence that the outstanding issues can be resolved collaboratively.</p>	
Safety & Quality	SQ6	Stock Quality 1.1	Develop a 5-year rolling programme to ensure Stock Condition Surveys (SCS) are undertaken to all Housing Stock	Simon Parry	Sep-25	GREEN	SCS have commenced in August with 121 carried out to date from the 1,378 requested. Surveys are programmed with a target of 100 surveys/month; however, no access is proving to be an issue despite pre-arranged appointments. Target for completion March 2026.	Complete

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Safety & Quality	SQ7	Repairs, Maintenance and Planned Improvements 1.4	Review all outstanding/overdue repairs and put in place necessary capacity to complete in a timely manner	Simon Parry	Oct-25	GREEN	Root cause analysis undertaken and identified a range of reasons for the backlog including user and system error, process issues regarding contractor notification and duplication of jobs. From 3,000 overdue jobs (April 2025), as at 2/10/25, there were 1,052 overdue jobs.c85% are priority 3 non-urgent jobs.	Complete
Safety & Quality	SQ8	Repairs, Maintenance and Planned Improvements 1.4	Use Repairs Performance Data to identify trends and root causes for improvements to be made and regularly monitor and manage performance	Simon Parry	Nov-25	GREEN	With the Power Bi reports we are now able to better understand our data and identify trends or issues, work is ongoing with the Business Improvement Team. Our performance for September is much improved, P1 - non-overdue. P2 - 192 Overdue. P3 - 1026 Overdue. Fencing and roofing contributes to most of the overdue work. A new fencing contractor is on board and delivering with a tender for additional roofing capacity in progress. Work is also in progress in line with SQ10 to review priority codes in line with our peers.	Complete
Safety & Quality	SQ9	Health and Safety 1.3	Undertake an independent review of the mitigation in place and the delivery programme for fire safety	Simon Parry	Dec-25 (Revised Mar-26) <b>Revised July 2026</b>	AMBER	<p><b><u>Q3 Update</u></b> Identification of the scope and therefore providers for this is in progress.</p> <p><b><u>Q4 Update</u></b> Meeting held and scope document issued to external provider. The review will provide independent assurance that current fire safety arrangements effectively manage risk while outstanding remedial works are completed. It will examine the management of FRA actions, the adequacy of interim mitigations, compliance regimes, estate management controls and governance arrangements, and will make prioritised recommendations to strengthen assurance, tenant safety and regulatory compliance.</p> <p>Delays have been experienced in receiving the formal proposal which has</p>	

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							led to a further revised date for completion.	
Safety & Quality	SQ10	Repairs, Maintenance and Planned Improvements 1.4	Review the Repairs Policy in conjunction with Tenants	Simon Parry	Dec-25	GREEN	A new, revised and updated Repairs and Maintenance policy has been written considering all new regulations currently in force. The Policy is to be considered by Executive in February 2026.	Complete
Safety & Quality	SQ11	Repairs, Maintenance and Planned Improvements 1.4	Develop a working group with tenants to seek further feedback on improvements required to deliver a more effective Repairs service	Simon Parry	Dec-25 ON HOLD	GREEN	<p><b>Q3 Update</b> Following expressions of interest as part of the Annual Report which every household will receive, we will develop this further.</p> <p><b>Q4 Update</b> Working Group on hold whilst the engagement team is recruited into. In the interim however the results and associated comments from 24/5 &amp; 25/6 TSM surveys have been analysed to identify improvements from tenant feedback. This years results have shown further improvements in scores for repairs together with better oversight and delivery of improvement in completing jobs. The revised R&amp;M Policy approved in February 2026 will further enhance performance levels as the creation of the new Priority 4 code will allow known areas of work, such as new windows and doors, to be completed in the timescales for P4.</p>	
Safety & Quality	SQ12	Decency 1.2	Ensure the Housing Capital Programme reflects the volume and scope of works to meet the Decent Homes standard across all Housing stock	Simon Parry	Jan-26	GREEN	The proposed Capital Programme has been compiled based on stock condition data and properties where components are due to become non decent.	Complete

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Safety & Quality	SQ13	Decency 1.2	Undertake a review of the Housing Asset Management Strategy and the Housing Capital Programme developed for 2023-2027 in line with stock condition information	Simon Parry	Jan-26 Revised July 2026	GREEN	<p><b><u>Q3 Update</u></b> A revised Capital Programme is included within the Budget Setting for the Medium-Term Financial Plan for 2-26/7 and beyond. Work is in progress to update the Asset Management Strategy in line with Regulatory changes.</p> <p><b><u>Q4 Update</u></b> Work is ongoing to update the AMS to reflect legislative and regulatory changes and also the impact of the revision to the HRA 30 year Business Plan, when complete. A report covering these documents is targeted for July 2026.</p>	
Safety & Quality	SQ14	Health and Safety 1.3	Utilise the feedback from the TSM Tenant Perception Survey to improve on the results from the 24/5 survey on 'Feeling Safe'	Simon Parry	Jun-26	GREEN	<p><b><u>Q3 Update</u></b> The TSM results highlighted R&amp;M issues around wait times and appointments, information sharing, condition of properties, communal area conditions and handling of ASB cases. The review of last years surveys has highlighted several actions which are reflected in our 'You said, we did' response to the TSM results.</p> <p><b><u>Q4 Update</u></b> TSM results for 25/6 have shown increases of approximately 10% across Repairs and satisfaction with the Council providing a home that is safe. Further analysis of the comments from 25/6 Survey results is being incorporated into the new Housing Improvement Plan.</p>	COMPLETE
Transparency, Influence and accountability	TIA1	Fairness and Respect 1.1	Ensure that tenant profile data is collected more widely across all customers so that services can be more reflective of tenants needs, including establishing an 'Every Contact Counts' philosophy.	Judith Willis/Simon Parry	Jul-25	GREEN	Script being used at point of contact. Wider review to be undertaken when no contact is received from customers. A new dashboard has been developed to allow better tracking of the proportion of information we hold for our customers.	Complete

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<i>Transparency, Influence and accountability</i>	TIA2	Information about landlord service 1.4	Develop and publish the Annual Housing Report for 24/5	Judith Willis/Simon Parry	Jul-25	GREEN	Annual Report circulated on 30th July 2025	Complete
<i>Transparency, Influence and accountability</i>	TIA3	Information about landlord services 1.4	Implement a Tenants Portal within Cx	Judith Willis/Simon Parry	April 26 <b>Revised July 2026</b>	<b>AMBER</b>	<p><b><u>Q3 Update</u></b> We are working closely with our Software provider to implement this however we have identified 3 security issues, two are to be resolved with the release of the next version of the software in January 2026 however the final issue remains outstanding.</p> <p><b><u>Q4 Update</u></b> During Q4 the configuration of the system has been undertaken with the test system to be passed to the Council in May 2026 to allow the uploading of relevant forms for customers to use after testing and go live which is envisaged to be July 2026. This will be the first phase and will include</p> <ul style="list-style-type: none"> <li>• View existing repairs</li> <li>• View rent account</li> <li>• Make a payment</li> <li>• Download a rent statement</li> <li>• Complete profiling information</li> <li>• Fill in forms such as ending a tenancy, mutual exchange request</li> <li>• View agreements.</li> </ul>	
<i>Transparency, Influence and accountability</i>	TIA4	Engagement with tenants 1.3	Review the range of opportunities available for tenants to influence and scrutinise strategies, policies and services and implement improvements identified in accordance with best practice	Judith Willis/Simon Parry	Sep-25 (Revised Mar-26) <b>Revised June 2026</b>	<b>AMBER</b>	<p><b><u>Q3 Update</u></b> Budget approval received for a Tenant Engagement &amp; Participation Officer and resources budget. Draft range of options produced, further benchmarking with peers required.</p> <p><b><u>Q4 Update</u></b> Recruitment of the Housing Tenant Experience manager (HTEM) was commenced in Q4 and a successful candidate was recruited in April 2026. Subsequently the Senior Engagement Officer post is to be recruited. In the</p>	

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							interim a draft Engagement policy has been created which is scheduled for Executive in June 2026.	
<i>Transparency, Influence and accountability</i>	TIA5	Complaints 1.6	Recruit to two new posts of Complaints and Quality Officer	Judith Willis	Nov-25 <b>Revised April 26</b>	GREEN	<p><b><u>Q3 Update</u></b> The Senior Complaints Officer has been recruited in this quarter, and an officer post is to be advertised within the next month. The other post has been refocused as a Tenant Engagement and Participation post to work alongside the Senior Post.</p> <p><b><u>Q4 Update</u></b> The recruitment of the complaints officer was completed in this quarter with the successful candidate starting their position in May 2026.</p>	Complete
<i>Transparency, Influence and accountability</i>	TIA6	Performance Information 1.5	Housing Performance Dashboard completed, and performance reports provided to Executive and tenants.	Judith Willis/Simon Parry	Jan-26	GREEN	<p>Quarterly performance reported to Executive Committee commenced in June 2025. A Power Bi is being developed with the Business Improvement Team.</p> <p>Performance reporting contained within the Tenants Annual Report – published on 30 July 2025.</p>	Complete
<i>Transparency, Influence and accountability</i>	TIA7	Performance Information 1.5	Establish a communications strategy to regularly update tenants on services and performance	Judith Willis	Jan-26	GREEN	A communications strategy has been developed. Within the Governance structure around the Housing Improvement Plan a standard agenda item is communications as an opportunity to capture and or promote progress across the plan or specific milestones/actions.	Complete
<i>Transparency, Influence and accountability</i>	TIA8	Complaints 1.6	Undertake further engagement with tenants and learn from our peers how they have sought to improve complaint handling satisfaction	Judith Willis	Jan-26	GREEN	<p><b><u>Q3 Update</u></b> Ongoing engagement with Peers to understand their opportunities and processes for increasing complaint satisfaction.</p> <p><b><u>Q4 Update</u></b> In the absence of a formal panel to liaise with tenants about complaints we have included free text comments within the Tenant Perception Survey to identify</p>	Complete

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							issues regarding complaints. These have been incorporated into the new Housing Improvement Plan which will include a satisfaction and feedback survey after each complaint as well as wider learning from the complaints received and included in the annual complaints report.	
<i>Transparency, Influence and accountability</i>	TIA9	Complaints 1.6	Improve how promptly complaints are addressed	Judith Willis	Dec-25	GREEN	Quarterly performance data shows improvements with data shared as part of the regular reporting to Executive as well as through Senior Housing management team meetings	Complete
<i>Transparency, Influence and accountability</i>	TIA10	Fairness and Respect 1,1	Ensure a programme of training is delivered to ensure tenants are treated with fairness and respect	Judith Willis/Simon Parry	Mar-26	AMBER	In progress and is included as part of CIH qualification that Officers hold or are scheduled to enrol. <b><u>Q4 Update</u></b> Appraisals for all staff are being undertaken across March and April 2026 to identify training needs, the development of the training plan will include training to ensure tenants are treated with fairness and respect.	
<i>Transparency, Influence and accountability</i>	TIA11	Fairness and Respect 1.1	Develop a programme for embedding the Council's corporate culture work programme within Housing Services	Judith Willis/Simon Parry	Mar-26	AMBER	Appraisals and 121s are undertaken using the 4P's identified from the workforce plan. Associated training plans are being developed to support this. <b><u>Q4 Update</u></b> Appraisals for all staff are being undertaken across March and April 2026 to identify training needs, the development of the training plan will include training to ensure officers	
<i>Transparency, Influence and accountability</i>	TIA12	Engagement with tenants 1.3	Continue work with TPAS to develop a robust tenant engagement offer with future reporting to Executive Committee setting out key actions and required resources.	Judith Willis/Simon Parry	Nov-26	GREEN	September 2025 identified funding for training for tenants together with establishment of a Tenant Engagement and Participation post. Training plan for new tenants involved in scrutiny being finalised and options for engagement being drafted for inclusion in a future report. <b><u>Q4 Update</u></b>	

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							Recruitment into the new Housing Tenant Experience Team has commenced alongside the development of a new engagement policy which draws on TPAS National Engagement Standards	
<i>Transparency, Influence and accountability</i>	TIA1 3	Diverse Needs 1.2	Implement the Customer Profile Action Plan, with milestones established	Judith Willis/Simon Parry	Jan-27	GREEN	Tracking of volume of customer profile information to be devised and analysis to be undertaken to influence the action plan. <b><u>Q4 Update</u></b> Work is ongoing at all contact points to collect customer profile information; a Power Bi report has been built to track progress.	