

## Housing Strategy Action Plan – 2025-26

### 1. Improve quality of housing services

Action	Milestones	Timescales	Lead	Outcomes	KPIs
1.1 Undertake mock inspection and develop and implement improvement plan	<ul style="list-style-type: none"> <li>Specification for inspection developed</li> </ul>	Q2 2025	Head of Housing Management	Clear independent assessment of our position in relation to inspection	N/A
	<ul style="list-style-type: none"> <li>Organisation commissioned to undertake mock inspection</li> </ul>	Q2 2025	Head of Housing Management		
	<ul style="list-style-type: none"> <li>Mock inspection takes place</li> </ul>	Q2 2025	Head of Housing Management	SMART improvement plan for delivery	
	<ul style="list-style-type: none"> <li>Detailed report delivered</li> </ul>	Q2 2025	Head of Housing Management		
	<ul style="list-style-type: none"> <li>Improvement plan developed with SMART actions</li> </ul>	Q2 2025	Head of Housing Management		
1.2 Provide an effective, compliant and resident focused repairs and maintenance service	<ul style="list-style-type: none"> <li>Delivery of the repairs and maintenance one year action plan</li> </ul>	Q1 2025 – new repairs contract.	Head of Repairs & Maintenance	Service improvement and therefore improved tenant satisfaction  Provider held to account for performance  Smooth transition	Improved resident satisfaction with repairs reported in TSM.  Improved satisfaction of speed of latest repair report in TSM.
	<ul style="list-style-type: none"> <li>Extend or plan the procurement of repairs, maintenance and compliance contracts due to expire in 2025.</li> </ul>	Ongoing improvements to the service.			
	<ul style="list-style-type: none"> <li>Establish robust contract management practice for the repairs service</li> </ul>				

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> <li>Post mobilisation of new contract to ensure smoothness of transition.</li> <li>Awarding and signing of new repairs contract</li> <li>Transition between previous contractor and new contractor</li> <li>Mobilisation of a new repairs contract</li> </ul>			<p>between existing repairs &amp; maintenance contract and the new contract., with minimal disruption to service.</p> <p>Compliance with procurement regulations.</p> <p>Providing value for money to the HRA.</p>	
1.3 Delivery accurate reporting of statutory compliance	<ul style="list-style-type: none"> <li>Recruitment of a compliance manager with further recruitment to be considered</li> </ul>	Q3 2024-25	Housing Business Support Manager	Quality and Safety with compliance	N/A
	<ul style="list-style-type: none"> <li>Develop a gap analysis and implement the findings</li> <li>Confirm document and processes for Big 6.</li> <li>Creation of a dashboard to display information</li> <li>Define system requirements for Civica compliance management system and implementation</li> </ul>	<p>31<sup>st</sup> January 2025</p> <p>30 April 2025</p>	Housing Business Support Manager	Quality and Safety with compliance	N/A

Action	Milestones	Timescales	Lead	Outcomes	KPIs
1.4 Complete the transformation of the complaints management process	<ul style="list-style-type: none"> <li>• Demonstrate lessons learnt from the complaints process – Annual report from Complaints Panel.</li> <li>• Improve how we manage and report complaints. Including developing a complaints dashboard</li> <li>• Complaints reporting to DLT and HMSC on a 6-monthly basis.</li> <li>• Regular staff complaints training being held by Business Support.</li> </ul>	Ongoing continuous improvement	Housing Business Support Manager	<p>Improved accountability and transparency of complaints.</p> <p>Compliance with the Housing Ombudsman Code of Conduct.</p>	<p>100% of complaints acknowledged within 5 working days</p> <p>100% of complaints responded to within the required timescales, including committed extensions.</p> <p>Increased score in TSM measure - handling of complaints</p>
1.5 Delivery of accurate reporting of statutory compliance	<ul style="list-style-type: none"> <li>• Recruitment of a compliance manager with further recruitment to be considered</li> </ul>	Q3 24-25	Head of Repairs and Maintenance	Quality and Safety with compliance	N/A
	<ul style="list-style-type: none"> <li>• Develop a gap analysis and implement findings</li> <li>• Confirm document for big 6 compliance areas</li> <li>• Creation of a compliance performance dashboard</li> <li>• Define system requirements for Civica compliance management system and implementation</li> </ul>	<p>31 January 2025</p> <p>30 April 2025</p>	Head of Repairs and Maintenance	Quality and Safety with compliance	N/A
1.6 Develop and deliver performance	<ul style="list-style-type: none"> <li>• Produce regular housing performance reports and refine as required.</li> </ul>	Q4 2024-25	Housing Business	Strengthened performance management	Achievement of Housing KPIs

Action	Milestones	Timescales	Lead	Outcomes	KPIs
management framework			Support Manager	and monitoring which informs service development. management and accountability	
	<ul style="list-style-type: none"> <li>Agree performance management framework</li> </ul>	Q3 2024-25	AD - Housing		
	<ul style="list-style-type: none"> <li>Ensure governance structure is robust.</li> </ul>	Q4 2024-25	AD - Housing		
1.7 Complete Phase 2 of Civica implementation	<ul style="list-style-type: none"> <li>Co-ordinate the Implementation of the next 4 Civica modules - CRM, generic cases, forms, enhanced voids.</li> <li>Carry out any training for staff as required</li> </ul>	Q1 2025	Housing Business Support Manager	Full scope and benefit of system used and impacts on service delivery, tenant satisfaction and performance management	N/A
1.8 Complete Phase 3 of Civica Implementation	<ul style="list-style-type: none"> <li>Co-ordinate the migration from keystone to Civica Asset Management System.</li> <li>Testing of the system to ensure compatibility and effectiveness.</li> <li>Carry out any training for staff as required</li> </ul>	Q 3 2025	Housing Business Support Manager	Greater accessibility of asset management data and improved data management and monitoring on assets.	N/A
1.9 Conduct a review of our commercial portfolio	<ul style="list-style-type: none"> <li>Produce a report setting out the options for our commercial portfolio, the pros and cons of each</li> </ul>	Q2 2025	AD - Housing & City Surveyors	Opportunity for increased income generation for the HRA.	N/A

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<p>option and the impact on the HRA.</p> <ul style="list-style-type: none"> <li>Develop a strategy for the operating model of the HRA's commercial portfolio.</li> </ul>			Assurance on the future direction of the HRA's commercial portfolio.	
1.10 Develop an effective training and development plan for housing staff.	<ul style="list-style-type: none"> <li>Develop plan in response to key areas from staff survey</li> <li>Improve how we record training information across teams to improve consistency</li> <li>Develop an overall plan for training</li> <li>Role specific training introduced within Housing.</li> </ul>	Q1 2025	Housing Business Support Manager	<p>Improved customer service</p> <p>Increased staff morale and satisfaction</p>	<p>Increased score in staff survey (job satisfaction)</p> <p>Enhanced customer standard</p> <p>Improved training offer within Housing.</p> <p>100% of staff up to date in mandatory training</p> <p>Contribution to increase in overall TSM rating</p>
1.11 Continuous improvement in customer service standards	<ul style="list-style-type: none"> <li>Refresh and embed customer service training as set out in the Customer Service training plan.</li> <li>Refresh the Mary Gober training for all staff.</li> </ul>	Ongoing	Housing Business Support Manager	<p>Improved customer service offer</p> <p>Improved staff training</p>	Increase in tenant satisfaction 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them
	<ul style="list-style-type: none"> <li>All relevant staff involved in a refresh of customer service training</li> <li>Mary Gober customer training refresh</li> </ul>	Ongoing	Housing Business Support Manager	<p>Improved customer service offer</p> <p>Improved staff training</p>	Increase in tenant satisfaction 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them

Action	Milestones	Timescales	Lead	Outcomes	KPIs
1.12 Refresh the HRA business plan and budget	<ul style="list-style-type: none"> <li>Work with finance colleagues to review and stress test the HRA business plan.</li> </ul>	Q3 2024-25 – Q2 2025-26	AD - Housing	A business plan in place to support the work of the Housing Department.	Increased ownership of budget holders and tighter management of our finances.
1.13 Review, streamline and bring our data and data management into the 21 <sup>st</sup> Century	<ul style="list-style-type: none"> <li>All relevant staff involved</li> <li>Recruitment a system support and implementation manager.</li> <li>Establish a business information and data integrity regime</li> </ul>	Q4 2024-25 to ongoing	Housing Business Support Manager	Improved data management  Increases staff efficiency  Improved customer service	N/A

## 2. Engage and listen to residents

Action	Milestones	Timescales	Lead	Outcomes	KPIs
2.1 Develop resident engagement and influencing framework	<ul style="list-style-type: none"> <li>Develop framework with residents</li> </ul>	Q4 2024-25	Head of Housing Management	Strengthened resident engagement and influence	70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them
	<ul style="list-style-type: none"> <li>Consult on framework</li> </ul>	Q4 2024-25			
	<ul style="list-style-type: none"> <li>Framework agreed and introduced.</li> </ul>	Q1 2025			

Action	Milestones	Timescales	Lead	Outcomes	KPIs
				<p>Increase in number of active resident associations</p> <p>Increased resident involvement in service development</p>	
2.2 Strengthen information on resident profile	<ul style="list-style-type: none"> <li>• Specification for inspection developed</li> <li>• Finalise audit form and the project plan</li> </ul>	Q4 2024 – Q1-2025	Head of Housing Management	Updated profile leads to improved service and policy development	N/A
	<ul style="list-style-type: none"> <li>• Recruit a project team to carry out data gathering exercise</li> </ul>	Q4 2024 – Q1 2025	Head of Housing Management		
	<ul style="list-style-type: none"> <li>• Record data on Civica</li> </ul>	Q4 2025	Head of Housing Management		
	<ul style="list-style-type: none"> <li>• Use the improved data on residents who live on our estates to inform improvements to resident communication and improve customer access to housing services.</li> </ul>	Q4 2025	Head of Housing Management		N/A
2.3 Improve how we communicate with residents and staff	<ul style="list-style-type: none"> <li>• Improved staff satisfaction within housing</li> <li>• Establish a team briefing regime</li> <li>• Hold regular staff briefing sessions</li> </ul>	Q1 2025-ongoing	Housing Business Support Manager	Improved staff retention and satisfaction with job	75% TSM target – satisfaction that the landlord keeps tenants informed about things that matter to them

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> <li>• Introduce of quarterly staff awards associated with the achievements of the TSMs.</li> <li>• Development of Mail Chimp for residents in emergency situations (texting service)</li> </ul>				Improved staff engagement recorded in staff survey.

### 3. Increase the supply of housing

Action	Milestones	Timescales	Lead	Outcomes	KPIs
3.1 Deliver high quality affordable homes	<ul style="list-style-type: none"> <li>• 270 new affordable homes over 2 years and development of local lettings plan for each scheme. These schemes are:</li> </ul>	Q4 2025-6	Head of New Developments and Special Projects	Meeting housing need  Reducing the housing waiting list.	Net increase in available homes.



Action	Milestones	Timescales	Lead	Outcomes	KPIs
	<ul style="list-style-type: none"> <li>• Black raven Court (COLPAI) 66 new homes</li> <li>• Sydenham Hill – 110 new homes</li> <li>• York Way Development – 91 new homes</li> </ul>			<p>Increase in the quality of homes</p> <p>Reduction in carbon emissions.</p> <p>Increase in revenue for the Housing Revenue Account.</p> <p>Achieve resident satisfaction with new homes.</p>	
	<ul style="list-style-type: none"> <li>• Identify opportunities for further delivery of affordable housing through partnership with GLA and other external providers</li> <li>• Explore the options for estate regeneration amongst our housing portfolio.</li> </ul>	Ongoing	Head of New Developments and Special Projects	<p>Meeting housing need</p> <p>Identifying areas for increased level of home delivery</p> <p>Explore potential for more grants and funding.</p>	Increase options of future housing delivery.

**4. Improve housing quality**

<b>Action</b>	<b>Milestones</b>	<b>Timescales</b>	<b>Lead</b>	<b>Outcomes</b>	<b>KPIs</b>
4.1 Undertake Stock condition survey	<ul style="list-style-type: none"> <li>• Specification for stock condition survey developed</li> </ul>	Q4 2024	Head of Operations	Clear picture of stock condition	Approved and implemented
	<ul style="list-style-type: none"> <li>• Organisation commissioned to stock condition survey</li> </ul>	Q4 2024	Head of Operations	Better data about our stock condition	
	<ul style="list-style-type: none"> <li>• Stock condition survey undertaken</li> </ul>	Q1 2025	Head of Operations		
	<ul style="list-style-type: none"> <li>• Detailed report delivered and findings recorded on Keystone</li> </ul>	Q3 2025	Head of Operations		

Action	Milestones	Timescales	Lead	Outcomes	KPIs
4.2 Develop an Investment Strategy	<ul style="list-style-type: none"> <li>Investment Strategy drafted</li> <li>Comments provided on draft</li> <li>Governance process</li> <li>Implementation of strategy</li> </ul>	Q4 2025	AD - Housing	<p>Clear strategy to manage our assets</p> <p>Better data about our building assets</p>	Approved and implemented
4.3 Achieve Net Zero on our estates by 2027	<ul style="list-style-type: none"> <li>Look into renewable alternatives to gas boilers within homes where appropriate.</li> <li>Maximise the use of government grants and funding for carbon reduction schemes.</li> <li>Develop new policies and procedures on bank of Net Zero related changes, such as maintenance and installation of new equipment.</li> </ul>	Ongoing	Head of Major Works and Head of Repairs and Maintenance	<p>Reduced carbon emissions on our estates.</p> <p>Reduced cost in use for residents</p> <p>Help achieve the 2027 target as set out in the City Corporation's Climate Action Strategy.</p>	Energy Performance Certificates for homes minimum of a Band C.
4.4 Deliver successful Major Works on our estates	<ul style="list-style-type: none"> <li>Deliver Major Work Schemes across our estates for 2025-26</li> <li>Develop our Major Works plan for 2026-27 schemes of work.</li> </ul>	Q4 2025-26	Head of Major Works	<p>Clear and well managed programme which is efficient and tenant satisfaction increases</p> <p>Increased thermal efficiency of homes</p>	Projects completed on time and to budget

Action	Milestones	Timescales	Lead	Outcomes	KPIs
				<p>Reduced energy bills</p> <p>Higher levels of compliance as a statutory housing provider</p> <p>Resident input on design and implementation of major work programmes</p>	

#### 5. Improve building safety

Action	Milestones	Timescales	Lead	Outcomes	KPIs
5.1 Strengthen health and safety	<ul style="list-style-type: none"> <li>Review Health and Safety structure, identify new structure and responsibilities to remain statutorily compliant</li> </ul>	Q1 2025	AD - Housing	<p>Compliance with health and safety regulations</p> <p>Improved health and safety work practices on our estates and the expectations as set out in the Quadriga report.</p>	Achievement of relevant KPIs
	<ul style="list-style-type: none"> <li>Co-ordinate implementation from Safe365 review</li> </ul>	Ongoing	Housing Business Support Manager	Improved health and safety work practices on our estates	N/A

Action	Milestones	Timescales	Lead	Outcomes	KPIs
				Compliance with health and safety regulations	
	<ul style="list-style-type: none"> <li>Roll out a Resident Engagement Strategy for building safety</li> </ul>	Ongoing	AD - Housing	Improved communication with residents	N/A
5.2 Deliver the fire safety works programme for 2025-26	<ul style="list-style-type: none"> <li>Rolling fire door replacement programme</li> </ul>	Q3 2025	Head of Major Works	Improved fire safety of our buildings	75% TSM target – satisfaction that the home is safe
	<ul style="list-style-type: none"> <li>Sprinkler replacement programme</li> </ul>	Q3 2025	Head of New Developments and Special Projects	Compliance with building regulations	
	<ul style="list-style-type: none"> <li>Develop a fire safety works programme for 2026 onwards</li> </ul>	Q4 2025-26	Head of Major Works and Head of New Developments and Special Projects		
5.3 Compliance with Fire Risk Assessments	<ul style="list-style-type: none"> <li>Compliant fire risk assessments available for all our social housing blocks.</li> <li>Co-ordination and reporting of fire risk assessment actions.</li> </ul>	Ongoing	Housing Business Support Manager	<p>Improved fire safety of our buildings</p> <p>Compliance with building regulations</p>	100% compliance TSM measure – proportion of homes for which all required fire risk assessments have been carried out