Housing Strategy Action Plan – 2025-26

1. **Improve quality of housing services**

Action	Milestones	Timescales	Lead	Outcomes	KPIs
1.1 Undertake a mock inspection and develop and implement improvement plan	• Specification for inspection developed	Q2 2025	Head of Housing Management	Clear independent assessment of our position in relation to inspection SMART improvement plan for delivery produced and implementation of the plan.	Mock inspection completed and improvement plan developed and agreed.
	• Organisation commissioned to undertake mock inspection	Q2 2025	Head of Housing Management		
	• Mock inspection takes place	Q2 2025	Head of Housing Management		
	• Detailed report following the mock inspection delivered	Q2 2025	Head of Housing Management		
	• Improvement plan developed with SMART actions and reported to Housing Management and Almshouses Sub-Committee	Q3 2025	Head of Housing Management		
1.2 Provide an effective, compliant and resident focused repairs and maintenance service	• Delivery of the repairs and maintenance one year action plan • Extend or plan the procurement of repairs, maintenance and compliance contracts due to expire in 2025.	Q1 2025 – new repairs contract implemented. Q1 2025 - Incumbent contract demobilised -	Head of Repairs & Maintenance Head of Operations	Service improvement and therefore improved tenant satisfaction Provider held to account for performance	Improved resident satisfaction with repairs reported in TSM. Improved satisfaction of speed of latest repair report in TSM.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Establish robust contract management practice for the repairs service. • Repairs and maintenance budget reviewed and made more transparent. • Post mobilisation of new contract to ensure smoothness of transition. • Awarding and signing of new repairs contract • Mobilisation of a new repairs contract		Head of Repairs & Maintenance	Smooth transition between existing repairs & maintenance contract and the new contract., with minimal disruption to service. Compliance with procurement regulations. Providing value for money to the HRA.	
1.3 Delivery of accurate reporting of statutory compliance	• Recruitment of a Compliance Manager with further recruitment to take place	Q4 2024-25	Head of Repairs and Maintenance	Quality and Safety with compliance	Compliance Manager recruited and in post.
	• Develop a gap analysis in regard to statutory compliance and implement the findings • Confirm document and processes for Big 6 (lifts, legionella, gas, fire, electrics, asbestos). • Creation of a dashboard to display information regarding compliance	31 January 2025 Q1 2025 Q2 2025	Head of Repairs and Maintenance Housing Business Support Manager Housing Business Support Manager	Quality and Safety with compliance	Gap analysis and action plan completed. Compliance KPIs including as part of regular reporting suite. Compliance matters specified for inclusion in Civica Keystone development.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Define system requirements for Civica compliance management system and implementation				
1.4 Complete the transformation of the complaints management process	• Demonstrate lessons learnt from the complaints process – Annual report from Complaints Panel. • Develop a complaints dashboard. • Complaints reporting to DLT and HMSC on a 6-monthly basis. • Regular staff complaints training being held by Business Support • Evidence collected of complaint outcomes influencing service delivery	Q1 2025 Q4 2024-25 Ongoing Ongoing Q4 2025-26	Housing Business Support Manager	Improved accountability and transparency of complaints. Compliance with the Housing Ombudsman Code of Conduct.	100% of complaints acknowledged within 5 working days 100% of complaints responded to within the required timescales, including committed extensions. Increased score in TSM measure - handling of complaints
1.5 Develop and deliver performance management framework	• Performance reported to Housing Management and Almshouses Sub-Committee quarterly	From Q1 2025	Housing Business Support Manager	Strengthened performance management and monitoring which informs service development. management and accountability	Achievement of Housing KPIs
	• Agree performance management framework	Q4 2024-25	AD - Housing		
1.6 Co-ordinate a robust, housing	• Co-ordinate a data cleansing process to	Q4 2024-25	Housing Business	System readiness for implementation	Data cleansing exercise completed.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
wide data cleansing process	make sure that new modules are fit for purpose • Data cleansing completed to ensure that new modules are optimised		Support Manager	of new Civica modules.	
1.6 Complete Phase 2 of Civica implementation	• Co-ordinate the Implementation of the next 4 Civica modules - CRM, generic cases, forms, enhanced voids. • Complete any training for staff as required on new modules	Q1 2025 Q2 2025	Housing Business Support Manager	Full scope and benefit of system used and impacts on service delivery, tenant satisfaction and performance management	Civica modules implemented by end of Q1 2025. Training of all housing staff on new Civica modules by Q2 2025.
1.7 Complete Phase 3 of Civica Implementation	• Co-ordinate the migration from keystone to Civica Asset Management System. • Testing of the system to ensure compatibility and effectiveness. • Carry out any training for staff as required	Q 3 2025	Housing Business Support Manager	Greater accessibility of asset management data and improved data management and monitoring on assets.	Training of all housing staff on Civica Asset Management System by end of Q3 2025.
1.8 Conduct a review of our commercial portfolio	• Produce a report setting out the options for our commercial portfolio, the pros and cons of each option and the impact on the HRA.	Q4 2024-25 Q3 2025	AD - Housing & City Surveyors	Opportunity for increased income generation for the HRA. Assurance on the future direction of	Setting out options for our commercial portfolio reported to CCS Committee in Quarter 4 2024-25.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Develop a strategy for the operating model of the HRA's commercial portfolio.			the HRA's commercial portfolio.	Delivery and implementation of actions approved by CCS Committee.
1.9 Develop an effective training and development plan for housing staff.	• Develop plan in response to key areas from staff survey and results of TSMs. • Improve how we record training information across teams to improve consistency • Develop an overall plan for training • Role specific training introduced across Housing.	Q2 2025	Housing Business Support Manager	Improved customer service Further professionalisation of the housing service Increased staff morale and satisfaction	Increased score in staff survey (job satisfaction) Enhanced customer standard Improved training offer within Housing. 100% of staff up to date in mandatory training Contribution to increase in overall TSM rating
1.10 Continuous improvement in customer service standards	• Refresh and embed customer service training as set out in the Customer Service training plan. • Refresh the Mary Gober training for all staff.	Q2 2025 Q3 2025	Housing Business Support Manager	Improved customer service offer Improved staff training Further professionalisation of the housing service	Increase in tenant satisfaction 70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them 70% TSM target – satisfaction that the landlord treats residents fairly and with respect
1.11 Review our estate office service	• Review completed	Q2 2025 Q4 2025-26	Head of Housing Management	Further professionalisation	70% TSM target - proportion of respondents who report that they are satisfied with

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Action plan produced and implemented			of the housing service	the overall service from their landlord
				Higher customer satisfaction	70% TSM target – satisfaction that the landlord treats residents fairly and with respect
1.11 Refresh the HRA business plan and budget	• Work with finance colleagues to review and stress test the HRA business plan.	Q4 2024-25 – Q2 2025	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.
1.12 Review, streamline and bring our data and data management into the twenty first century	• All relevant staff involved • Work with the recruited system support and Implementation Manager to establish a business information and data integrity regime across housing	Q4 2024-25 to ongoing	Housing Business Support Manager	Improved data management Increases staff efficiency Improved customer service	Establish a strong working relationship with the recruited System Support and Implementation Manager. Plan in place and being implemented by the end of Q4 2025-26. Increased score in staff survey (job satisfaction) Enhanced customer standard.

2. **Engage and listen to residents**

Action	Milestones	Timescales	Lead	Outcomes	KPIs
2.1 Develop a resident engagement and influencing framework	• Co-produce the framework with residents	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
	• Consult on framework	Q4 2024-25		Increase in number of active resident associations	
	• Framework agreed and implemented	Q1 2025			75% TSM target – satisfaction that the landlord keeps tenants informed about things that matter to them
	• Development of Mail Chimp for residents in emergency situations (texting service)	Q4 2024-25		Increased resident involvement in service development	
				Improved emergency resilience	70% TSM target – satisfaction that the landlord listens to tenant views and acts upon them
2.2 Strengthen resident profile information	• Specification for inspection developed • Finalise audit form and the project plan	Q4 2024 – Q1-2025	Head of Housing Management	Updated profile leads to improved service and policy process development	100% resident profile completed
	• Recruit a project team to carry out data gathering exercise	Q4 2024 – Q1 2025	Head of Housing Management		

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Record the new data on Civica	Q4 2025	Head of Housing Management	Robust data on each household.	
	• Use the improved data on residents who live on our estates to inform improvements to resident communication and improve customer access to housing services.	Q4 2025	Head of Housing Management		
2.3 Improve how we communicate with housing staff	• Improved staff satisfaction within housing as reported in the staff survey • Establish a team briefing regime • Develop a Staff Communication Strategy • Introduce of quarterly staff awards associated with the achievements of the TSMs.	Q1 2025-ongoing	Housing Business Support Manager	Improved staff retention and satisfaction with job	Increased number of staff engaging with the staff survey Increased job satisfaction score within the staff survey Increased staff survey score for 'senior leaders in my department/team are visible and make the effort to listen to staff'

3. **Increase the supply of housing**

Action	Milestones	Timescales	Lead	Outcomes	KPIs
3.1 Deliver high quality affordable homes	• 270 new affordable homes over 2 years and development of local lettings plan for each scheme. These schemes are: • Black raven Court (COLPAI) 66 new homes • Sydenham Hill – 110 new homes • York Way Development – 91 new homes	Q4 2025-6	Head of New Developments and Special Projects	Meeting housing need Reducing the housing waiting list. Increase in the quality of homes Reduction in carbon emissions. Increase in revenue for the Housing Revenue Account. Achieve resident satisfaction with new homes.	Net increase in available homes. 90% Satisfaction of new residents surveyed about satisfaction with their new home
	• Identify opportunities for further delivery of housing through partnership with GLA and other external providers.	Ongoing	Head of New Developments and Special Projects	Meeting housing need Identifying areas for increased level of home delivery Explore potential for more grants and funding.	Increase in options of future housing delivery.

4. **Improve housing quality**

Action	Milestones	Timescales	Lead	Outcomes	KPIs
4.1 Undertake Stock condition survey	• Specification for stock condition survey developed	Q4 2024	Head of Operations	Clear picture of stock condition Better data about our stock condition	Findings approved and implemented
	• Organisation commissioned to stock condition survey	Q4 2024	Head of Operations		
	• Stock condition survey undertaken	Q1 2025	Head of Operations		
	• Detailed report delivered and findings recorded on Keystone	Q3 2025	Head of Operations		
4.2 Develop an Investment Strategy	• Investment Strategy drafted • Comments provided on draft • Governance process • Implementation of strategy	Q4 2025	AD - Housing	Clear strategy to manage our assets Better data about our building assets	Strategy approved and implemented
4.3 Achieve Net Zero on our estates by 2027	• Look into renewable alternatives to gas boilers within homes where appropriate.	Ongoing	Head of Major Works and Head of Repairs and Maintenance	Reduced carbon emissions on our estates.	Energy Performance Certificates for homes minimum of a Band C.

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Maximise the use of government grants and funding for carbon reduction schemes. • Review existing policies and procedures in regard to sustainable equipment introduced into homes.			Reduced cost in use for residents Help achieve the 2027 target as set out in the City Corporation's Climate Action Strategy.	
4.4 Deliver successful Major Works on our estates	• Develop our Major Works plan for 2026-2036 schemes of work, which includes fire safety.	Q4 2025-26	Head of Major Works	A clear programme for major works up to 2036 which is efficient and improves tenant satisfaction and minimises the disruption. Resident input on design and implementation of major work programmes	Major works plan 2026-36 approved.

5. **Improve building safety**

Action	Milestones	Timescales	Lead	Outcomes	KPIs
5.1 Strengthen health and safety	• Review the Health and Safety structure	Q4 2024-25	AD - Housing	Compliance with health and safety regulations	Achievement of relevant KPIs

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	• Identify the new structure and responsibilities to remain statutorily compliant			Improved health and safety work practices on our estates and the expectations as set out in the Quadriga report.	Recruitment of team.
	• Co-ordinate implementation from Safe365 review	Ongoing	Housing Business Support Manager	Improved health and safety work practices on our estates Compliance with health and safety regulations	Approved and implemented.
	• Roll out a Resident Engagement Strategy for building safety	Ongoing	AD - Housing	Improved communication with residents	Approved and implemented.
5.2 Deliver the fire safety works programme for 2025-26	• Rolling fire door replacement programme	Q3 2025	Head of Major Works	Improved fire safety of our buildings Compliance with building regulations	75% TSM target – satisfaction that the home is safe
	• Sprinkler replacement programme	Q3 2025	Head of New Developments and Special Projects		
		Q4 2025-26	Head of Major Works and Head of New Developments and Special Projects		
5.3 Compliance with Fire Risk Assessments	• Compliant fire risk assessments available for	Ongoing	Housing Business Support Manager	Improved fire safety of our buildings	100% compliance TSM measure –

Action	Milestones	Timescales	Lead	Outcomes	KPIs
	all our social housing blocks. • Co-ordination and reporting of fire risk assessment actions.			Compliance with building regulations	proportion of homes for which all required fire risk assessments have been carried out