City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee	**Dated:** 01/07/2026
Subject: Inspection Activity and Housing Improvement Strategy	**Public report:** For decision
This proposal: • **delivers Corporate Plan 2024-29 outcomes**	Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of:	Judith Finlay – Executive Director Community and Children's Service
Report author:	Zoe Gayle – Service Improvement Manager, DCCS

Summary

Members are asked to note the post inspection activity since 13 April 2026, including the introduction of the Housing Improvement Strategy, and to approve the updated Housing Strategy (Years 2-3) Action Plan, reflecting feedback from both the Housing Improvement Board (HIB) and Housing Management and Almshouses Sub Committee and previously agreed delegated authority.

The Housing Improvement Strategy complements the Housing Strategy Action Plan by setting out a clear framework linking regulatory findings to root causes, intended outcomes and delivery arrangements.

Members are also asked to note progress made against the Q1 2026/27 milestones, with activity focused on establishing delivery foundations across service changes, policy development, programme mobilisation and key compliance actions. Delivery is largely on track, with governance arrangements embedded and interim measures in place where required to maintain service continuity and mitigate risk.

The service has now transitioned from an initial response to a structured programme of improvement, assurance and performance management, supported by ongoing regulatory engagement and strengthened oversight.

Recommendation(s)

Members are asked to:

- Note post-inspection progress and continued engagement with the Regulator of Social Housing (RSH);
- Note and approve the updated Housing Strategy (Years 2-3) Action Plan;
- Note the development and submission of the draft Housing Improvement Strategy to the RSH; and
- Note that a structured programme of monitoring, governance, performance management and resident engagement is in place and progressing.

Main Report

Background

1. The City of London Corporation received a C3 consumer grading on 25 February 2026. This reflects serious failings in compliance with the Safety and Quality Standard; and weaknesses in the Transparency, Influence and Accountability and Neighbourhood and Community Standards.

   A formal improvement response was established immediately following the judgement. This includes:

   - A comprehensive Housing Improvement Action Plan (2026-28);
   - Oversight by the Housing Improvement Board (HIB); and
   - Ongoing engagement with the Regulator of Social Housing.

Current Position

2. Since the last report to Members, the service has moved from an immediate post-inspection response to a more structured phase of delivery, assurance and programme management.

   Activity during this period has focused on strengthening the quality, structure and oversight of the improvement programme. The Housing Improvement Action Plan has been further refined following feedback from both the Housing Improvement Board (HIB) and Members, resulting in:

   - Clearer sequencing of milestones;
   - Strengthened Key Performance Indicators (KPIs); and
   - Improved clarity of ownership and delivery expectations.

Governance arrangements are now embedded, with regular reporting through HIB and strengthened links to Directorate and Corporate oversight, supporting improved scrutiny and accountability.

The first formal RSH monitoring meeting took place on 21 May 2026, providing further clarity on expectations, with particular focus on:

- The scale, age and mitigation of outstanding fire safety and electrical compliance actions;
- The need for consistent and transparent reporting of compliance backlogs;
- Assurance regarding repairs performance and service resilience, including business continuity arrangements;
- Progress in delivering the Stock Condition Survey (SCS); and
- Clarity on the delivery structure for major works and resident engagement activity.

The dialogue with the Regulator has been constructive and forward-looking. Officers have responded to requests for further information and are aligning reporting to better support regulatory assurance.

Members are asked to note and approve the updated Housing Strategy (Years 2-3) Action Plan, reflecting HIB and HMASC feedback and building on previously delegated authority.

Members are also asked to note progress against Quarter 1 (Q1) 2026/27 milestones. Q1 activity has focused on establishing the core foundations for delivery across the programme, including:

- Implementation of revised service arrangements;
- Development of key action plans, including Tenant Satisfaction Measures (TSMs) and diverse needs;
- Completion of key policy drafts, including the Tenancy Agreement and Resident Engagement Strategy for Building Safety;
- Mobilisation of early-stage programme activity, including progression of the Housing Competency Framework, GLA funding bids and data migration; and
- Delivery of key compliance and assurance actions, including completion of an external compliance review and confirmation of the fire safety programme.

Delivery is broadly on track at this early stage. Where required, interim arrangements have been implemented to maintain service continuity and mitigate risk, particularly in relation to repairs services and wider programme mobilisation.

Options

3. Members are asked to consider the following options:

- **Option 1 – Note progress and approve updated Action Plan (recommended):**
  Supports continued structured delivery, strengthened assurance, and alignment with regulatory expectations.

- **Option 2 – Note progress without approving revisions:**
  Would limit the ability to formalise improvements made following Member and HIB feedback and weaken the governance framework supporting delivery.

Proposals

4. Members are asked to:

- Note post-inspection progress and ongoing engagement with the Regulator;
- Note and approve the updated Housing Strategy (Years 2–3) Action Plan; and
- Note progress against Q1 milestones and the overall delivery trajectory.

The Housing Improvement Strategy has been developed to complement the Action Plan and provide a clear strategic framework for the overall improvement programme. A draft was shared with the Regulator of Social Housing (RSH) in early June 2026. The Strategy links the inspection findings to their underlying causes, the outcomes required to achieve compliance and service improvement, and the delivery and governance arrangements supporting this work.

The Strategy adopts a whole service approach, bringing together improvement across:

- Compliance and asset management;
- Service delivery and performance;
- Governance, oversight and assurance; and
- Resident engagement and communication.

It is structured around six key themes:

- Safe and compliant homes;
- Decent homes;
- Improved repairs;
- Stronger governance and risk management;
- An embedded resident voice; and
- Effective neighbourhood services and communication.

The Strategy also identifies key factors contributing to the inspection outcome, including historic under-investment, a reactive approach to asset management, capacity constraints, and weaknesses in oversight and assurance. This provides a clear basis for sustained and targeted improvement.

Resident engagement continues to be strengthened as part of the programme, including ongoing involvement of the Resident Voice Group, expanded Commonplace activity, and

the use of household surveys to build a stronger evidence base of resident needs and priorities.

Progress against the Action Plan and wider improvement programme will continue to be monitored through established governance arrangements. The Housing Improvement Board (HIB) will receive monthly updates, with Members receiving quarterly reports through HMASC, providing visibility of progress against milestones, key risks, mitigations and forward delivery priorities.

Corporate & Strategic Implications

Strategic implications - The proposals directly support delivery of the Corporate Plan 2024–2029 outcome of Providing Excellent Services, through strengthening governance, compliance, service delivery and resident engagement across Housing services.

The Housing Improvement Strategy and updated Housing Strategy (Years 2–3) Action Plan provide a structured framework for addressing the findings of the Regulator of Social Housing (RSH), including compliance with the Safety and Quality Standard and improvements to Transparency, Influence and Accountability and the Neighbourhood and Community Standards.

Financial implications - none

Resource implications - The delivery of the Housing Improvement Strategy and Action Plan will be met through existing service resources supplemented by the extra staffing secured by the MHCLG bid , supported by re-prioritisation and strengthened programme management arrangements.

Capacity constraints have been identified as a contributing factor to the inspection outcome, and the programme includes measures to address this through improved structure, oversight and delivery planning.

Legal implications - The report responds to the findings of the Regulator of Social Housing and supports compliance with statutory regulatory standards, including the Safety and Quality Standard and requirements relating to transparency and accountability.

Risk implications – The proposals directly address risks identified through the inspection process, including compliance backlogs, service performance issues and weaknesses in governance and oversight.

A structured programme of monitoring, governance and performance management is now in place to manage and mitigate these risks, with regular reporting to the Housing Improvement Board and Members.

Equalities implications -The proposals support improved engagement with residents and the development of a stronger evidence base of resident needs and priorities, including through household surveys, Commonplace activity and the Resident Voice Group.

This approach supports compliance with the Public Sector Equality Duty by ensuring that resident views, particularly those from diverse and underrepresented groups, inform service improvements and decision-making.

Equality considerations are embedded within the Housing Improvement Strategy and associated action plans, including work relating to Tenant Satisfaction Measures (TSMs) and diverse needs.

Climate implications - none

Security implications - none

Conclusion

Since the inspection, the service has made a clear transition from an initial response phase to a more structured programme of improvement and assurance.

This is evidenced through strengthened governance, clearer planning and performance management, constructive engagement with the Regulator and increased resident involvement.

While significant work remains, the programme is progressing in a controlled and coordinated manner, with appropriate oversight, risk management and accountability in place.

Members can be assured that the improvement programme is firmly established, actively managed and progressing, with continued focus on achieving compliance, strengthening services and delivering sustainable improvement for residents.

Appendices

Appendix 1 - Housing Strategy - Years 2 and 3 Action Plan - June 2026 Update
Appendix 2 - Improvement Strategy

Background Papers

Housing Management and Almshouses Sub-Committee – 13 April 2026

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Appendix 1 – Years 2 and 3 Action Plan Update

Housing Strategy Action Plan – 2026-28

Blue = Milestone complete **Green =** Milestone on target **Amber =** Some delay to delivery of the milestone **Red =** Risk to meeting the milestone

1. Improve quality of housing services

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
1.1 Deliver effective housing management services	1.1a Review, agree and implement a revised estate office opening hours model that improves accessibility while maintaining service resilience.	Q1 26/27 – Immediate implementation of revised working hours for new starters Q2 26/27 - Demand and usage analysis Q3 26/27 – Staff consultation completed Q4 26/27 - Approval and implementation of revised model	Head of Housing Management	Improved accessibility to estate offices for residents, contractors and partners Clear, consistent and well-communicated estate office availability Improved customer experience and satisfaction with access to services	Revised opening hours model approved and implemented ≥10% increase in TSM satisfaction for “ease of access” ≥95% of contractor appointments requiring estate access completed as scheduled	HR support for staff consultation and rota changes	JDs for new RSOs to be developed (GREEN)
	1.1b Recruit and deploy two floating Resident Services	Q2 26/27 - 2 x floating RSO posts filled	Head of Housing Management	Improved resilience and continuity of	2 x floating RSOs in post	HR support to recruit	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	Officers (RSO) to reduce service disruption caused by absence and uneven demand.	Q4 26/27 – Agree and deploy demand led coverage model		estate-based services More consistent customer experience across estates	≥20% reduction in service disruptions logged due to staffing gaps ≥10% improvement in estate office service satisfaction (against 26/27 baseline)	Budget requested for two posts (funded for 3 years)	
	1.1c Establish a permanent mystery shopping programme to independently assess estate-based customer service.	Q2 26/27 – independent provider procured and programme scope agreed Q3 26/27 - Baseline assessment completed Q4 26/27 - programme embedded, with annual reporting arrangements in place	Head of Housing Management	Improved insight into resident experience of estate-based services Increased resident involvement in service scrutiny and improvement	Mystery Shopping programme live >90% published customer service standards compliance Annual improvement trend Annual Mystery Shopping report presented to HMASC and Resident Voice Panel	Cost for procurement of external provider and resident training/support (e.g. TPAS)	
	1.1d Review the current Housing Strategy and vision	Q3 27/28 - Engagement with residents, staff and	Director of Housing	Clear, refreshed strategic direction for Housing	Programme of engagement	Consultant costs	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	and begin development of a new more customer focussed Housing Strategy for 2028+	key stakeholders complete Q2 28/29 - Draft strategy developed Q3 28/29 -Formal approval by HMASC and CCS		Services post-2028 Strong resident and stakeholder input shaping future priorities	events and meetings delivered Strategy approved by HMASC and CCS on schedule	Strategy & Policy team	
	1.1e Modernise the Homeownership operation to improve assurance, service quality and leaseholder experience	Q2 26/27 - Leaseholder household survey completed Q3 26/27 - Leaseholder satisfaction baseline established Q4 26/27 - improvement plan and modernised operating model agreed Q1 27/28 – modernised service embedded	Head of Housing Management	Improved understanding of who occupies our homes Homeownership services that are fit for purpose for leaseholders and sub-tenants as required Improved leaseholder confidence and satisfaction	Satisfaction baseline established ≥10% satisfaction improvement Agreed engagement and event programme sustained	Event/ engagement costs	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.1f Integrate existing out-of-hours arrangements to deliver a single, coordinated Out of Hours (OOH) service covering Housing and Repairs.	Q2 26/27 - review of current OOH arrangements and resourcing completed Q3 26/27 - single operating model agreed Q3 26/27- integrated OOH service implemented and operational	Service Improvement Manager	A single, clear and reliable Housing OOH service for residents Consistent response and hand-off outside normal office hours	Single OOH service live for Housing and Repairs Staff rota established to enable escalation cover. New JDs to reflect rota involvement. Measurable improvement with resident satisfaction with OOH response compared to 26/27 baseline	Procurement for new supplier	
	1.1g Deliver the ASB Action Plan	Q2 26/27 - ASB service standards and case management embedded across all estates Q3 26/27 -100% of ASB cases recorded and managed in Civica	Head of Housing Management	A consistent, timely and victim-centred ASB service across all estates Clear ownership and end-to-end case management for ASB cases	≥95% of ASB cases meeting response and update timescales Measurable improvement in ASB related TSM satisfaction vs 25/26 baseline	Partnership working	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q4 26/27 - full delivery of the ASB Action Plan and performance embedded		Improved resident confidence and satisfaction with ASB handling Robust and reliable ASB performance data	Quarterly ASB performance reporting to SMT and HMASC.		
	1.1h Deliver consistent, transparent estate inspections across all estates	Q2 26/27 - Single inspection framework embedded Q3 26/27- transparent inspection reporting embedded, with results shared routinely with residents	Head of Housing Management	Consistent, timely and robust estate inspections delivered across all estates in line with agreed standards and frequencies Inspection issues logged, tracked and resolved through a clear process. Improved resident confidence through transparent inspection reporting	100 % of planned estate inspections completed on time ≥90% of inspection actions closed within agreed timescales Inspection results published and communicated with residents within 10 working days of completion	Officer time & partnership working	
	1.1i Complete an allocations review to ensure the	Q2 26/27 - allocations internal review completed	Service Improvement Manager	A revised, legally compliant	Allocations internal review completed and reported to	Officer time – Homelessnes s and	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	framework is fair, transparent, consistently applied and fully compliant with legislative and regulatory requirements.	in preparation for consultation Q3 26/27 - consultation and co-production activity completed, with feedback incorporated Q4 26/27 - revised Allocations Policy approved and implemented Q4 27/28 – quality assurance/internal audit completed		Allocations Policy and process Improved transparency and consistency in allocation decisions Staff and applicants have a clear understanding of how allocations are made	HMASC and CCS 100% of relevant staff trained on the revised policy before go-live Revised Allocations Policy approved and in operation Quality assurance confirms ≥95% compliance with the revised policy	Housing Needs teams Engagement support from host boroughs	
	1.1j Review and update the Tenancy Agreement to ensure it is clear, legally compliant and reflects COL service standards and residents' rights and responsibilities.	Q1 26/27 - draft Tenancy Agreement completed	Service Improvement Manager Head of Housing Management	Updated Tenancy Agreement that is legally robust and aligned with regulatory and policy requirements. Clearer understanding for tenants of their rights,	Updated Tenancy Agreement approved by HMASC 100% of tenants issued with the updated agreement Reduction in tenancy related	Legal Services Civica support capacity	All checks completed by relevant teams incl. legal. Tenant consultation scheduled for 22 June Update going to HMASC 1 July

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 - tenant and staff consultation completed and feedback incorporated		responsibilities, and the services they can expect. Reduced scope for disputes and complaints linked to unclear tenancy terms.	complaints by ≥10% by Q4 27/28.		HoHM & SIM to schedule tenant consultation via Civica for June Staff consultation completed, will again for the final time alongside Tenant Consultation (GREEN)
		Q2 26/27 - final Agreement approved Q3 26/27 - Agreement implemented and communicated to tenants					
1.2 CIVICA Roll Out and Adoption	1.2a Completed rollout and integration of Civica Asset Management System (AMS)	Q4 26/27 – Civica AMS configured, tested and prepared for go-live	Business Support Manager	Improved accessibility of asset data and improved monitoring and management of housing assets.	Civica AMS live 100% of agreed asset data migrated	Civica licence and implementation costs Officer time – data	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q4 26/27 – User Acceptance Testing (UAT) and staff training complete Q1 27/28 – Civica AMS live and operational			UAT completed and formally signed off ≥95% of required users trained prior to go-live Reduction in manual asset data handling Improved data reporting	migration, UAT, training	
	1.2b Completed rollout and integration of - CRM, generic cases, forms, enhanced voids Civica Modules.	Q2 26/27 - CRM, generic cases, forms and enhanced voids modules live Q2–Q3 26/27 - UAT and staff training complete and usage embedded across Housing Services Q3 26/27 - end-to-end case management operating through Civica	Business Support Manager	Improved data accuracy, stronger case management and improved customer experience.	Agreed modules live ≥95% of required users trained prior to go-live ≥90% of generic cases managed end-to-end within Civica, by module type 100% of voids cases managed through the enhanced voids module	Officer time – UAT, training	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.2c Improve IT integration across commissioned contractors to enhance service delivery	Q2 26/27 – Chigwell Responsive repair contractor integration enhancements developed and in delivery Q1 27/28 gas and electrical contractor integrations delivered and tested Q3 27/28 - data points and definitions for integrations defined Q4 27/28 integration performance monitoring embedded	Head of Repairs & Maintenance Business Support Manager	Supporting the delivery of a more transparent, efficient and resident-focused repairs service Improved information flow for residents and officers, including job status and progress updates	Gas and electrical contractor IT integrations live Improved data accuracy, visibility and ability to produce repair performance data reports from Civica Core data defined and documented Reduction in manual data handling and rekeying Existing integrations subject to regular performance review		

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.2d Embed consistent use of Civica modules across Housing Services working with and through relevant Heads of Service	Q3 26/27 - baseline Civica usage and performance measures agreed with service area Q4 26/27 - quarterly usage reporting embedded	Business Support Manager	Improved service delivery, performance management and customer experience enabled by Civica. Reduces manual processes and duplication of data Clear evidence of benefits for residents	Measurable improvement in relevant service KPIs (e.g. case completion times, contact handling) Civica usage by team reviewed and reported quarterly to SMT	Heads of Service	
1.3 Provide an effective, safe, compliant and resident focused repairs and maintenance service	1.3a Ensure resilience & service continuity in the event of main provider failure	Q1 26/27 - Repairs and Maintenance Service Continuity Plan documented and approved Q1 26/27 - continuity risks and mitigations embedded within corporate risk register	Head of Repairs and Maintenance Business Support Manager	Services can continue safely and effectively during provider failure or disruption Clear roles, responsibilities and escalation routes in place to protect residents and compliance	Service Continuity Plan approved and accessible to all relevant managers 100% of material service continuity risks recorded on the corporate risk register Current risk scores reduced with target risk scores achieved, through effective mitigation	Housing, Finance, IT and Procurement	Immediate service continuity plan drafted & finalised Immediate continuity plan implemented from 15 May 2026 following Chigwell service suspension and still in place

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
					and business controls Regular review of continuity risks evidenced through assurance reporting		Continuity plan shared with relevant directors, stakeholders and teams Emergency and urgent repairs are being prioritised with routine repairs currently paused Intermediate continuity plan (1 month – 12 months +) is being developed – target to finalise mid – June (GREEN)
	1.3b Agree future delivery options, for the delivery of the service	Q3 26/27 - short-term and future repairs service delivery and commercial model agreed to inform future procurement	Head of Repairs and Maintenance	Clear, evidence-based direction for short-term needs and longer-term vision for the future of the repairs service	Repairs Strategy drafted, formally approved and in operation Future operational delivery and	Procurement and Legal services	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				delivery Operational pressures managed while longer-term solutions are developed	commercial model options and recommendations presented for considered for approval agreed Improved capacity and control in priority areas (voids, FRA remedials, fire safety works)		
	1.3c Deliver full compliance with the Building Safety Act and Awaab's Law Phase 2 to protect resident safety, health and wellbeing	Q2 26/27 - contract terms reviewed and updated Q3 26/27 - IT systems and integrations updated to reflect revised priorities and SLAs Q4 26/27 - Awaab's Law Phase 2 timescales embedded in	Head of Repairs and Maintenance	Repairs service fully aligned with Building Safety Act and Awaab's Law Phase 2 requirements Clear repair priorities and response times that protect resident safety and health	100% of relevant repairs contracts updated to reflect statutory requirements Awaab's Law Phase 2 timescales measurable in Civica reporting ≥95% compliance with Awaab's Law Phase 2 timescales in service delivery	Legal Services, and Civica IT Support Potential uplift in contract costs	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		contracts, systems and reporting					
	1.3d Expand Planned Preventative Maintenance (PPM) to enable proactive repair management	Q2 26/27 - review of repairs demand and PPM opportunities completed Q3 26/27 - expanded PPM programme defined by estate agreed and embedded into delivery plans Q4 26/27 - shift in repairs mix achieved and monitored through performance reporting	Head of Repairs and Maintenance	Reduced reliance on reactive repairs Improved asset condition and service resilience Fewer disruptive repairs for residents	Reduction in overall volume in repairs per property/block and repeat repairs Reduction in average number of responsive repairs per property Reduction in average responsive repair costs Year-on-year improvement for Repairs CSAT Reduction in annual repairs contact volume	Asset data and planning capacity	
	1.3e Complete the procurement and mobilisation of electric, gas and asbestos servicing	Q3 26/27 - electric, gas and asbestos contracts procured and awarded	Head of Repairs and Maintenance	A compliant, resilient and value-for-money statutory servicing service that	Electric, gas and asbestos contracts awarded and live	Procurement and Legal Services	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	and remedial contracts	Q4 26/27 - contracts mobilised and embedded without service disruption		protects resident safety No disruption to statutory servicing or remedial programmes during transition Improved commercial efficiency through contract consolidation	100% compliance maintained for annual gas servicing and EICR & remedials ≥95% of gas, heating and hot water repairs and remedial works completed within agreed timescales during mobilisation Gas and electrical contracts consolidated, with reduced spend volatility and fewer peaks/troughs	New contract values to be reflected in forward HRA budgets.	
	1.3f Campaign to redirect repairs contact to Repairs Service Desk channels	Q4 26/27 - approved Repairs Service Desk channels confirmed and communicated	Head of Repairs and Maintenance	Clear and consistent routes for reporting and managing repairs Improved demand and performance management	≥90% of repair requests received via approved Repairs Service Desk channels Call handling performance achieves targets – calls answered in 30 seconds	Communication and engagement campaign costs Civica and Cx Reporting. CRM & case functionality	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				Reduced service failure and mis-directed contact	≤5% Call abandonment below Measurable reduction in repair-related emails and non-standard contact routes Measurable reduction in complaints relating to missed updates or follow-up	to record all customer contact Enhanced Cirrus and email data analytics to record contact volume by category and channels	
	1.3g Introduce an online repair booking and reporting portal for residents	Q1–Q2 27/28 - online repairs portal configured, tested and prepared for launch Q3 27/28 - portal live and available for resident use	Head of Repairs and Maintenance	Residents can report and track repairs online without needing to phone or email Reduced officer workload through digital self-service Improved visibility of repair progress for residents,	Online repairs portal live and accessible for resident use ≥20% annual reduction in new repair request and follow-up call service desk contact volume Reduction in email volume to the	Cost for customer portal and CX integration Resident engagement activity to inform design and testing	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				officers and contractors	Repairs Service Desk Improved Repairs CSAT results		
	1.3h Improve the end-to-end delivery of complex repairs, including development of a leak management approach	Q2 26/27 - Minor Works Project Surveyor appointed Q2–Q3 26/27 - CX cases embedded to track complex repairs end-to-end Q3 26/27 - revised approach fully operational and performance monitored	Head of Repairs and Maintenance	Complex repairs effectively managed through clear definitions, embedded case management and stronger cross-team coordination. Improved resident experience via better leak management, clearer communication and reduced disruption. Decants better planned and controlled, with volume, cost and resource impacts clearly understood	Post filled 100% of complex repairs managed through CX cases Reduction in repairs complaints, escalations and legal disrepair claims relating to complex repairs Improvement in Repairs CSAT % cases resolved with target timescales Reduction in average completion times and costs for complex repairs	HR to support recruitment CX system capability	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
				and reflected in asset planning.	compared with baseline		
	1.3i Deliver a new 'Handyperson service' on HRA estates	Q4 26/27 – purpose and scope of services defined & approved Q1-Q2 27/28 - service model designed and provider procured Q3 27/28 - Handyperson service operational across HRA estates	Head of Operations	Additional support for vulnerable residents Faster resolution of low-level repairs Reduced pressure on responsive repairs Improved resident satisfaction	Handyperson service live on HRA estates Improvement in Repairs CSAT following implementation Service costs benchmarked against avoided responsive repairs, demonstrating value for money	New contract costs (to be quantified) Procurement/ HR support Resident engagement activity to inform design and testing	
1.4 Provide value for money to tenants and leaseholders	1.4a Identify efficiencies within the HRA to reduce costs and improve value for money while meeting Consumer Standards obligations	Q3 26/27 - HRA efficiency review completed Q3 26/27 - savings and efficiency actions approved and embedded in financial planning Q4 26/27 - delivery and tracking	Director of Housing	Clear understanding of HRA cost drivers and efficiency opportunities Resources better aligned to priority services Improved value for money for tenant	HRA efficiency review completed and approved 100% of identified savings and efficiencies quantified and logged, with owners and timescales	CIPFA and MHCLG reviews Finance support to validate savings and track delivery	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		arrangements fully implemented		reps and leaseholders	Savings delivery tracked and reported through regular governance and financial monitoring		
	1.4b Improve the transparency, accuracy and value for money of service charges	Q3 26/27- service charge review completed with residents to include a review of the presentation of transparent, Plain English service charge information to tenants and leaseholders. Q3 - Q4 26/27 - resident communications issued Q4 26/27 - Member briefing and assurance completed	Head of Housing Management	Accurate and complete service charge records, claiming all legitimate costs Increased confidence in service charge setting and recovery Improved understanding and transparency for tenants and leaseholders Improved ability to compensate residents for service failures (e.g. lift outages)	Service charge review completed 100% of service charge costs validated as legitimate and recoverable Residents engaged the redesign of the information provided Residents notified of service charges and changes Member briefing delivered	Civica configurations Finance support (HRA Finance Accountant)	

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
	1.4c Ensure heating metering and billing is accurate, fair and cost-effective	Q1 26/27 - review of existing heating metering and billing arrangements Q2 26/27 - compliant approach agreed for all applicable estates Q2 26/27 - arrangements implemented and operational	Head of Housing Management	Compliant, transparent heat metering and billing arrangements in place on estates with communal heating, in line with Heat Network Regulations	100% of homes covered by compliant metering and billing arrangements 100% billing assurance checks passed Measured reduction in heating and hot-water billing complaints year on year	Income and Service Charge Teams Potential minor system or consultancy costs	WIP with legal and finance (GREEN)
1.5 Professionalisation Agenda / Training	Upskilled workforce in line with social housing regulatory standards	Q1 26/27 - housing competency framework aligned to regulatory requirements approved	Business Support Manager	A skilled and competent housing workforce aligned to regulatory expectations. Improved consistency and quality of service delivery across housing teams.	Housing competency framework approved by SMT 100% of staff assessed against the scope of the regulatory competency framework	Training delivery costs and staff time. Ongoing CPD funding to be incorporated into budget planning.	Attended HQN workshop 1/6 on Conduct and Competency standard. Work ongoing to map out requirements. (GREEN)

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 - staff assessed against the competency framework and targeted development plans implemented By Q4 28/29 - workforce capability embedded		Stronger organisational assurance over staff competence and training compliance	100% of staff meeting the required competency level for their role 100% of housing staff with complete and up-to-date training records		
1.6 Financial Management Roll Out	Strengthen financial controls, forecasting and budget management across Housing, including adoption of zero-based budgeting	Q1 26/27 - Revised financial management arrangements implemented	Director of Housing	Improved financial transparency and accountability across housing services. More accurate and timely budget forecasting and monitoring. Stronger financial governance and assurance over housing expenditure	Zero-based budgeting approach adopted and in use Reduction in budget variance against approved budgets (monthly and year-end) ≥95% of budget holders receiving and using standard financial	Finance team capacity and manager training	In progress with Finance - budget restructure mostly complete, cost centres reviewed and budgets being moved. Finance paper going to committee in June (GREEN)

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 – Embedded and consistently applied across services Q3 26/27 – Effectiveness reviewed and refinements implemented Q4 26/27 – Assurance reported to SMT / Members with evidence of improved financial control			monitoring reports each month 100% of relevant managers completing budget management training		
1.7 Strengthen governance of COLAT and Gresham	Ensure the governance arrangements for COLAT and Gresham are legally compliant, clearly defined and provide effective oversight and assurance.	Q2 26/27 - governance review completed Q2–Q3 26/27 - agreed governance actions implemented in line with the review Q3 26/27 - onwards ongoing	Director of Housing	Clear, compliant and robust governance arrangements in place for COLAT and Gresham. Improved accountability and transparency in charity decision-making.	Governance review completed 100% of agreed governance actions delivered to the approved timetable Improved clarity of roles,		

Key Deliverables	Objectives	Key Milestones	Lead	Outcomes	KPIs	Financial and resources	June status and update
		assurance through regular reporting and review			responsibilities and escalation routes Annual governance assurance report presented to the appropriate committee		
1.8 Conduct a review of our commercial portfolio	Ensure the HRA's commercial portfolio is managed through a clear, viable operating model that supports income generation and long-term sustainability.	Q3 26/27 - commercial portfolio review and options appraisal completed Q3 26/27-preferred operating model agreed and approved through governance Q4 26/27 - implementation plan approved and delivery underway	Director of Housing	Opportunity for increased income generation for the HRA. Assurance on the future direction of the HRA's commercial portfolio.	Review and options appraisal completed Operating model strategy approved by CCS Committee Implementation plan approved and mobilised Improved assurance over income generation and sustainability		

2. Engage and listen to residents

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
2.1 Provide opportunities for effective and meaningful resident scrutiny and engagement across all housing services	2.1a Deliver milestones on Resident Involvement Strategy	Q1 26/27 - Year-specific action plan agreed and published	Head of Housing Management	Resident Involvement Strategy implemented consistently and embedded in service delivery.	≥90% of Resident Involvement Strategy milestones delivered on time Progress reports provided to SMT and Members Improvement in relevant TSMs, particularly those relating to listening to and acting on resident views Evidence of impact, demonstrating how resident involvement has informed service improvements or decisions	Officer time, engagement costs	Year 2 action plan being developed (GREEN)
		Q2 26/27 - agreed milestones implemented across housing services and estates Q4 26/27 - progress reviewed and assurance reported to SMT / Members					

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	2.1b Grow the Resident Voice Group's (RVG) role in scrutiny to focus on co-production activities	Q1 26/27 - co-production priorities agreed with the RVG	Director of Housing	RVG actively shapes service design and improvement priorities through co-production.	Number of co-production activities delivered with RVG involvement Clear evidence of resident-led recommendations adopted, reflected in service changes, decisions or reports	Officer time, engagement costs	Meeting held with RVG 22 May. Discussions largely around R&M. Follow up meeting scheduled for 2/7 to agree priorities (GREEN)
		Q2 26/27 onwards - co-production activity delivered and reviewed Q4 26/27 - outcomes and impacts reported					
	2.1c Develop a forward calendar of engagement opportunities across all housing activity	Q2 26/27 - forward engagement calendar agreed and published Q2 27/28 - Annual Impact Report prepared and reported to Committee	Head of Housing Management	Clear, planned and transparent programme of resident engagement activities.	Forward engagement calendar agreed and published Number of engagement activities delivered as planned, measured against	Officer time, engagement costs	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
					the published calendar Annual Impact Report reported to Committee		
	2.1d Introduce a housing youth council to support all housing service development	Q3 26/27 - approach and scope for a Housing Youth Council agreed Q2 27/28 - engagement activity undertaken to recruit and involve young residents Q4 27/28 - Youth Council established and operating as part of resident engagement structures	Head of Housing Management	Young residents engaged and represented in housing decision-making.	Housing Youth Council established and operational Regular meetings held, with attendance and participation from young residents recorded Evidence of young resident input informing housing engagement, scrutiny or service improvement	Officer time, engagement costs **Plus not Minus – (Selin)?**	
	2.1e Develop and implement a Communication Strategy	Q2 26/27 - Strategy drafted, consulted on and refined	Business Support Manager	Clear and consistent communication	100% of Communication Strategy milestones	Officer time, engagement costs	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		Q3 26/27 - Strategy approved and implemented across Housing		approach across Housing Supporting improved transparency, trust and two-way communication with residents Clear feedback loop showing how resident input has informed decisions Clear feedback loop showing how staff input has informed decisions	delivered on time Improved resident and staff satisfaction with communication Clear feedback loop in place demonstrated through regular "Your feedback in action" communications for both residents and staff		
2.2 Ensure tenant needs are addressed	Ensure services are demonstrably accessible and inclusive	Q1 26/27 – Complete JSNA contributions	Service Improvement Manager Head of Housing Management	Improved understanding of resident demographics and diverse needs to support equitable access to services	≥90% of Diverse Needs Action Plan actions delivered Measurable improvement in resident profile data	Officer time	COMPLETE - JSNA contributions complete, awaiting final draft. (BLUE)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		Q1 26/27 - diverse needs priorities confirmed and actions embedded within service plans		Housing services that are more accessible, inclusive and responsive to residents with diverse needs Targeted support for vulnerable and under-represented groups, reducing inequalities in service outcomes	completeness in Civica. Evidence of service changes reported through governance. JSNA accessible and in operation where applicable		Diverse needs action plan completed with milestones and key deliverables to meet q4 target. Household survey audit underway, 50% completed as of 1/6/26 (GREEN)
		Q2 26/27 - service changes implemented in response to diverse needs insights (e.g. access, communication, support) Q4 26/27 - delivery reviewed and assured through governance arrangements					

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
2.3 Digital Transformation - Improve resident ability to access services digitally across all housing functions	2.3a Reduce barriers to accessing housing services	Q1 26/27 - Accessibility Roadmap actions prioritised and delivery plan agreed	Head of Housing Management Business Support Manager	More accessible and inclusive housing services for residents with different needs and preferences Reduced digital exclusion across housing services Improved resident confidence and experience when accessing services and information	≥90% of Accessibility Roadmap actions delivered Alternative formats available for 100% of key communications. Improvement in TSMs linked to accessibility and communication vs 25/26 baseline.	Partnership working with charities and commissioning teams to deliver training and workshops	COMPLETE - Accessibility action plan completed with milestones and key deliverables to meet q4 target. (BLUE)
		Q2 26/27- priority digital and non-digital access improvements implemented Q4 26/27 - actions delivered and embedded across housing services					
	2.3b Upgrade telephony across services	Q2 26/27 - customer contact standards and preferred channels agreed and communicated Q3 26/27- improved contact	Service Improvement Manager	Enhanced accessibility to housing services through clear and consistent contact channels Improved ability to monitor contact volumes, quality	≥90% of customer contacts answered within agreed service standards ≥95% of planned quality assurance checks completed on customer interactions	Officer time, system implementation, engagement costs	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		channels implemented Q3 26/27 - performance monitoring and quality assurance arrangements embedded		and service standards Clearer visibility of the customer journey and more consistent customer experience Reduced service failure complaints	Year-on-year reduction in complaints relating to communication Improvement in relevant Tenant Satisfaction Measures, particularly those relating to communication		
2.4 Coordinate the delivery of the Tenant Satisfaction Measures (TSM) improvement plan	2.4a Improve performance against Tenant Satisfaction Measures and increase overall tenant satisfaction	Q1 26/27 – TSM improvement actions scoped, prioritised and assigned Q1 – Q4 26/27 – delivery, track and report on performance tracked against targeted indicators	Business Support Manager	Measurable improvement in Tenant Satisfaction Measures. Clear and sustained service improvements linked directly to areas of low satisfaction.	TSM improvement plan approved. ≥90% of TSM improvement actions delivered within agreed timescales Year-on-year improvement demonstrated in each targeted TSM indicator	Officer time	COMPLETE - TSM Improvement Plan actions scoped and assigned. Reported to HIB March 26 (BLUE) Work ongoing to complete priority 1 actions. Results, benchmarking and improvement plan to go to

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
							HMASC September 26 (GREEN)

3. Increase the supply of housing

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
3.1 Delivery quality affordable homes for Londoners on time and on budget	3.1a Deliver 91 new homes at York Way Estate	Q1–Q3 26/27 - handover, lettings and occupation phased	Head of Housing Management Head of New Developments & Special Projects	Completion of 91 homes meeting identified housing need. High-quality, sustainable homes that integrate positively with the existing estate and community.	LLP approved at HMASC and implemented ahead of first lets 91 new homes completed and ready for occupation 100% of homes delivered at social rent, meeting identified housing need No post-handover delays to occupation.	Officer time	Anticipated completion dates are: • Block A (22 homes) - 31 July 2026 • Block B (23 homes) –-31 July 2026 • Block C (29 homes) – 31 August 2026 • Block D (17 homes) – 30 September 2026 • Landscaping – 12

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
							October 2026 Reviewing and progressing the Settlement Agreement with advice from legal. (GREEN)
		Q2 26/27 - Local Lettings Policy (LLP) approved					LLP drafted and due to go to HMASC 1 July 2026 (GREEN)
		Q3 26/27 - construction completed and homes ready for final sign-off Q4 26/27 - all 91 homes completed and occupied					
	3.1b Deliver 40 new affordable homes at	Q4 28/29	Head of New Developments & Special Projects	Delivery of 40 new affordable homes meeting	40 new homes completed and ready for occupation	Capital funding secured and managed	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	Sumner Buildings			identified housing need. All new homes delivered at 100% social rent, improving access to genuinely affordable housing. Homes delivered on time and on budget, in line with approved business cases and funding conditions. High-quality, sustainable homes that integrate positively with the existing estate and community.	100% of homes at social rent. Project milestones achieved in line with the agreed development programme. Final outturn costs within approved budget tolerances. No material delays to occupation following practical completion.	through programme S106 available	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	3.1c Deliver 26 new affordable homes at Collinson Court	Q4 28-29	Head of New Developments & Special Projects	Delivery of 26 new affordable homes meeting identified housing need. All new homes delivered at 100% social rent, improving access to genuinely affordable housing. Homes delivered on time and on budget, in line with approved business cases and funding conditions. High-quality, sustainable homes that integrate positively with the existing estate and community.	26 new homes completed and ready for occupation 100% of homes at social rent. Project milestones achieved in line with the agreed development programme. Final outturn costs within approved budget tolerances. No material delays to occupation following practical completion.	Capital funding to be secured and managed through programme S106 available	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	3.1d Bid for GLA funding for other developments.	Q1 26/27 - GLA funding bids submitted, fully compliant with GLA criteria and requirements Q3 26/27 – Report to HMASC on the outcome of GLA funding bids	Head of New Developments & Special Projects	External funding secured to support the delivery of additional affordable housing schemes. Increased capacity to deliver new homes at social rent without placing undue pressure on HRA resources. Strong alignment between development proposals and GLA funding priorities.	GLA funding bids submitted 100% compliance with GLA funding criteria and submission requirements Value of grant funding secured and number of schemes supported through successful bids		COMPLETE - GLA funding bids submitted, meeting deadline and submission requirements. (BLUE)
3.2 Regenerate our existing housing stock	3.2a Engage with residents regarding the future redevelopment of Avondale Square Estate	Q2 26/27 - Recruitment of a Project Director for Avondale Q3 26/27 - engagement approach and	Head of New Developments & Special Projects	Meaningful and transparent engagement with residents and other stakeholders on redevelopment options	Post filled Engagement programme delivered Resident feedback demonstrably	HR support Dedicated project leadership roles	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		principles for redevelopment agreed Q1 27/28 - engagement activities delivered to shape early redevelopment options Q2–Q3 27/28 - resident feedback analysed and incorporated into emerging proposals Q4 27/28 - engagement programme concluded, with outcomes reported to residents and Members		Resident views clearly captured and reflected in emerging proposals Stronger trust and confidence in the redevelopment decision-making process	reflected in the development of redevelopment options Engagement outcomes documented and shared	Engagement costs	
	3.2b Formally review the implementation plan before the	Ongoing	Director of Housing	Major estate improvement programmes are ready and	100% of major improvement estate programmes formally reviewed		

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
	commencement of any major improvements to housing estates			deliverable before works start Scope, risks, costs and resident impacts agreed upfront Reduced resident disruption through better readiness and communication	before commencement Key risks and mitigations documented and agreed Year-on-year reduction in delays, scope changes or unplanned cost variations during delivery		
3.3 Reduce the time taken to re-let empty homes and improve the quality of properties at re-let, minimising rent loss	Reduce the time taken to re-let empty homes and improve the quality of properties at re-let.	Q1 26/27 - end-to-end voids process and data capture across teams confirmed	Head of Housing Management Head of Repairs and Maintenance	Faster re-letting of empty homes. Improved quality and consistency of void properties at handover. Improved customer satisfaction with the condition of new tenancies.	≥20% reduction in average re-let time compared to the agreed baseline, measured across team touch points ≥80% of voids completed within target timescales, with year-on-year improvement thereafter	Officer time and system usage.	All void cases moved to Civica as of 20 April. Data capturing ongoing as cases progress. 2 x void contractors to be mobilised during June (GREEN)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resourcing	June status and update
		Q2 26/27 - baseline position established for re-let times, void completion and post-handover defects Q3 26/27 - performance monitoring and cross-team review			≤10% of lets resulting in post-handover defects reported within 28 days ≥85% resident satisfaction with the condition of the home at letting		

4. Improve housing quality

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
4.1 Improve what we know about the condition of our housing stock	Quality assure the information learnt following the stock condition survey (SCS) about the condition of our housing stock	Q1 26/27 - SCS data migrated into system	Head of Operations	Stock condition survey data validated, quality assured and fit for use in decision-making. Clear understanding of	100% of stock condition survey data migrated into the system by Q1 2026/27 ≥95% of survey data signed off as reliable following	Civica/system	85% of SCS completed as at 2/6 Data being migrated into system (GREEN)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q1 26/27 - quality assurance process completed and survey data reliability confirmed Q2 26/27 - analysis completed and reported to inform asset, compliance and investment planning Q2 26/27 - Assurance report provided to Members		the condition, risks and compliance position of the housing stock.	quality assurance checks Analysis completed and reported to support strategic decision-making Assurance report provided to HMASC		QA process is underway – 86% as at 2/6. High risk issues are escalated in real-time. (GREEN)
4.2 Make informed investment decisions to improve the quality of our housing	4.2a Use stock condition survey and repairs data to drive estate based and portfolio investment decisions through a single, reliable dataset	Q2 26/27 - stock condition and repairs data validated to establish a robust non-decency baseline Q3 26/27 - data-led	Head of Major Works	Single, reliable dataset used to inform estate based and portfolio investment decisions. Better-targeted investment and	Baseline non-decency established and agreed Data-led investment plan to 2035/36 approved	Civica/system	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		investment plan reinforced, setting out priorities to 2035/36 Q3 26/27 - non-decency baseline agreed and investment plan approved		improved asset condition.	Non-decency addressed through estate-based programmes		
	4.2b Use remaining life data on key components such as kitchens and bathrooms to inform a programme of replacements and reduce future spikes in spend.	Q2 26/27 - remaining-life data validated and agreed for key components Q3 26/27 - planned replacement programmes developed using remaining-life data, refreshed annually Q4 26/27 - replacement programmes agreed and aligned to	Head of Major Works	Reliable remaining-life data for kitchens and bathrooms supports planned investment decisions Planned replacement programmes reduce reliance on ad-hoc and reactive renewals Improved value for money through coordinated, estate-based delivery	Planned replacement programme agreed using remaining-life data and refreshed annually Clear link between replacement programmes, compliance requirements and Decent Homes objectives	Civica/system Head of Operations	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		estate-based investment plans					
4.3 Respond to new legislative requirements	4.3a Respond to the new reformed Decent Homes Standard by moving towards estate-based programmes of improvement to provide better value for money, rather than ad-hoc improvements	Q3 26/27 - estate-level programmes identified using stock condition, compliance and repairs data Q3 26/27 - estate-based programmes agreed through governance and aligned with the Major Works Programme Q3 26/27- reduction plan for ad-hoc Decent Homes works implemented Q4 26/27 - assurance reporting embedded	Head of Major Works	Estate-based programmes of improvement developed to support compliance with the reformed Decent Homes Standard. Improved value for money through coordinated, planned delivery of works. Clear evidence of a planned approach to meeting legislative requirements.	100% of estates with clearly identified and agreed estate-based Decent Homes programmes Measurable reduction in ad-hoc Decent Homes works compared to 2025/26 baseline Improved cost predictability between planned and actual Decent Homes expenditure Bi-annual assurance reporting provided to Members	Capital investment Head of Operations	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	4.3b Deliver 10 Year Major Works Programme	Ongoing	Head of Major Works	A clear, approved 10-Year Major Works Programme aligned to legislative and regulatory requirements Major works delivered in line with agreed programme, priorities and governance.	10-Year Major Works Programme approved and maintained Evidence of engagement with Residents and Members Annual delivery achieved against programme milestones Controlled variance between planned and actual delivery and expenditure, monitored and reported bi-annually	Capital investment	
4.4 Energy Efficiency	4.4a Improve the energy efficiency of homes through comprehensive EPC coverage and targeted follow-on works to reduce fuel	Q3 26/27 - baseline position confirmed for EPC coverage and banding across stock Q4 26/27 - follow-on	Sustainability Manager	Comprehensive EPC coverage across the housing stock Targeted minor remedial works delivered following EPC	≥98% of homes with a valid, in-date EPC ≥70% of homes achieving EPC band C or above with year-on-year	DCCS -ASES CAS Funding	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	costs and support decarbonisation.	programme agreed to address homes below EPC band C Q4 26/27 - estate-level climate plans approved and completed		surveys to improve energy efficiency Estate-level climate plans developed and implemented, setting a clear pathway for decarbonisation	improvement thereafter 100% of estate-level climate plans approved and published		
	4.4b Improve the performance and efficiency of communal heat networks at York Way and Middlesex Street Estate through targeted major works.	Q2 26/27 - scope of works established, framework agreed Q3 26/27 - baseline heat network efficiency and complaints data confirmed Q4 26/27 -design and delivery plan approved Q1–Q4 27/28 - optimisation works delivered and post-works performance reviewed	Head of Major Works Sustainability Manager	Improved efficiency and reliability of communal heating systems. Reduced energy costs and improved comfort for residents. Contribution to carbon reduction and sustainability targets.	100% of planned communal heating optimisation works at YW and MSE completed An increase of 30 percentage points in heat network efficiency post-works compared to the agreed baseline Measurable reduction in heating-related complaints at YW and MSE within 12 months of works completion		

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	4.4c Develop and deliver the housing stream of the 2027-33 Climate Action Strategy	Q2 26/27 - Housing contribution to CAS scope agreed Q3 2026/27 – Draft housing stream of CAS 2027–33 developed and consulted on with key stakeholders. Q4 2026/27 – Housing stream approved through governance Q1 27/28 onwards – Delivery of agreed programmes, with annual review	Sustainability Manager	A clear, approved housing stream within the 2027–33 Climate Action Strategy, aligned to asset management and capital investment plans.	Housing stream of CAS 2027–33 developed, consulted on and approved Programme actions delivered in line with milestones		
4.5 Revise and formally adopt the Asset Management Strategy (AMS) following	A clear, evidence-based asset management strategy that supports	Q2 26/27 - AMS review and update commenced Q3 26/27 - AMS approved by	Head of Operations Service Improvement Manager	A single, up-to-date and evidence-based Asset Management Strategy aligned	AMS approved by HMASC and adopted by the service		

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
completion of the Stock Condition Survey	compliance, investment planning and long-term sustainability of the housing stock.	HMASC and adopted by the service, aligned to the SCS Q3 26/27 - alignment between the AMS and the 10-year Major Works Programme confirmed Q3 27/28 - first annual delivery and performance report produced against the strategy		to the SCS. Clear priorities for investment and planned works. Improved assurance over asset risks, compliance and future liabilities.	Clear and demonstrable alignment between the AMS and the 10-year Major Works Programme Annual asset performance and delivery report produced in line with the strategy		

5. Improve building safety

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
5.1 Undertake periodic reviews of the 'Big 7' compliance activities to ensure they remain effective and meet regulatory requirements	Provide ongoing assurance that compliance activities remain effective, proportionate and fully aligned with legislative and regulatory requirements, with continuous improvement embedded through regular review.	Q1 26/27 – External compliance review completed and implemented with agreed action plan Q2–Q3 26/27 - priority actions from the review implemented Q1 27/28 - ongoing assurance framework embedded	Head of Repairs and Maintenance	Ongoing assurance that compliance activities are delivered in line with policy and regulation Robust, reliable compliance data for internal oversight and external reporting Findings from the Compliance Position Review fully embedded into service improvement	External compliance review completed and action plan approved at HMASC and implemented Ongoing assurance framework in place Improved confidence in compliance oversight and regulatory assurance 100% statutory compliance for the big '7' 95% HHSRS hazards investigated in regulatory timescales	Internal Audit Teams Officer time	COMPLETE - Compliance review completed Feb 2026. Review findings, action plan and updated polices to go to HMASC 1 July. (BLUE)
5.2 Strengthen health and safety	5.1a Roll out the Health and Safety staffing structure	Q2 26/27 - structure formally approved through governance.	Head of Health and Fire Safety	A clear, fully implemented Health and Safety staff structure that strengthens leadership,	Health and safety governance structure approved and implemented	Officer time HR to support recruitment	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q3 26/27 – recruitment to new and revised positions completed Q3 26/27 - structure fully implemented and embedded across relevant services Q1 27/28 - Health and Fire Safety and Wellbeing strategy developed for Housing		accountability and capacity across services. Increased capability to help manage risk and meet statutory health and safety obligations.	100% recruitment completed to identified new roles Health and fire safety and wellbeing strategy approved by HMASC	(costing budgeted)	
	5.1b Co-ordinate implementation from ongoing Safe365 review	Q1 26/27 - tracking and monitoring of Safe365 actions embedded	Head of Health and Fire Safety	Findings from assessments and reviews are translated into practical service improvements. H&S risks are understood, prioritised and	100% Safe 365 actions are reviewed, prioritised, assigned and tracked through to completion Quarterly Safe365 outcomes and progress reported through the Strategic	Officer time	H&S Advisor to support this being onboarded and familiarised with system. Reported monthly to SMT

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
				mitigated across services. Improved assurance to SLT and boards oh H&S effectiveness.	Health and Safety Board Year-on-year improvement in Safe365 profile scores		Current score: 44% (GREEN)
		Q3 26/27 - Safe365 actions reviewed, prioritisation approach agreed and ownership confirmed Q3 26/27 - reporting cycle established through the Strategic Health and Safety Board					
	5.1c Roll out Resident Engagement Strategies for building safety	Q1 26/27 - consultation completed and strategy refined to reflect feedback	Head of Health and Fire Safety	Full compliance with all statutory building safety engagement requirements Residents are better informed, engaged and confident in how	Strategy approved and implemented Clear evidence of resident input informing strategy Measurable improvement in resident confidence	Officer time	Draft strategy for MSE complete Due to be uploaded to Commonplace for consultation in June. (GREEN)

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		Q2 26/27 - strategy formally approved and implementation commenced		building safety risks are managed. Clear, accessible channels exist for residents to raise safety concerns and understand responsibilities and actions.	and satisfaction relating to building safety, measured through relevant TSMs		
	5.1d Ensure PCFRA and PEEPs, are completed, kept up to date and effectively managed.	Q1 26/27 - identified residents assessed	Head of Housing Management	Residents with additional fire safety needs are identified and appropriately supported PCFRA and PEEPs are current, accessible and embedded into service delivery	100% of required PCFRA and PEEPs completed, reviewed and in date 100% PEEPs available and communicated for all identified residents Zero overdue PEEP/PCFRA actions from Q2 26/27 onwards	Head of Health and Fire Safety Officer Time	All tenants sent letter for assessment Training being finalised with L&D for front line staff (GREEN)
		Q2 26/27 - monitoring, review and action-tracking arrangements embedded					
	5.1e Ensure Fire Risk Assessments	Q1 26/27 - FRA programme and review cycle	Head of Health and Fire Safety	Fire Risk Assessments are	100% of Fire Risk Assessments	Officer Time	COMPLETE - Programme and review

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	are kept up to date and effectively managed.	confirmed to ensure all assessments remain in date		current, accurate and acted upon Clear oversight and assurance of fire risk across the housing stock	completed, reviewed and in date	Head of Health and Fire Safety	cycle for all blocks confirmed for 26/27. (BLUE)
	5.1f Ensure fire safety remedial actions are clearly prioritised, coordinated and delivered within agreed timescales.	Q1 26/27 - fire remedial action tracking and timescales confirmed	Head of Health and Fire Safety	Fire safety risks are addressed promptly and consistently Improved coordination between teams and contractors delivering remedial works	100% of fire remedial actions completed within agreed timescales Continual reduction in high-risk and overdue fire safety actions Clear, regular reporting of remedial progress and completion	Officer Time	Actively being monitored and scrutinised by FRA action group monthly and reported at HIB. Updated report to go to HMASC 1 July (GREEN)
		Q2 26/27 - reporting of high-risk and overdue actions embedded Q3 26/27 - performance monitoring and escalation arrangements fully established					

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	5.1g Ensure statutory fire safety inspections (including estate-based inspections, fire doors and related programmes) are consistently overseen and completed.	Q2 26/27 - inspection programme, standards and timescales confirmed Q3 26/27 - recording, tracking and escalation of inspection findings embedded Q4 26/27 - performance monitoring and reporting arrangements fully established	Head of Health and Fire Safety	Compliance with the monthly fire safety checks England regulations Statutory fire safety inspection programmes delivered consistently Improved assurance over compliance with fire safety requirements	100% of statutory fire safety inspections completed on time (including fire doors) ≥90% inspection findings recorded, tracked and closed within agreed timescales Year-on-year reduction in inspection failures	Officer time	
	5.1h Ensure robust review, approval and compliance with RAMS for all relevant and high-risk works.	Q3 26/27 - RAMS review and approval process confirmed Q3 26/27 - compliance monitoring approach agreed	Head of Health and Fire Safety	High-risk works delivered safely with appropriate controls in place Clear assurance that RAMS are reviewed and followed in practice	100% of relevant high-risk works supported by approved RAMS Regular evidence of compliance through audits or spot checks.	Officer time Internal audit	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
		(audit / spot-check criteria and frequency) Q4 26/27 - RAMS compliance monitoring embedded as business as usual					
	5.1i Strengthen safety assurance by ensuring timely investigation of incidents and non-compliance, effective delivery of corrective actions, and clear, regular reporting to HMASC.	Q2 26/27 - investigation timescales, templates and escalation routes agreed Q2 26/27 - central tracking of investigations and actions fully embedded Q3 26/27- quarterly assurance reporting cycle to HMASC established	Head of Health and Fire Safety	Timely, consistent investigation of safety incidents and non-compliance. Clear actions identified, implemented and monitored. Fewer repeat safety incidents and non-compliance. Improved health and safety assurance.	100% of safety incidents and non-compliance investigated within agreed timescales. ≥95%of investigation actions completed on time. Bi-annual assurance reports submitted to HMASC	Officer time	

Key Deliverables	Objectives	Timescales	Lead	Outcomes	KPIs	Financial and resources	June status and update
	5.1j Review and refresh Building Safety Cases to ensure they remain accurate, current and reflective of the risk position.	Q3 26/27 - programme for reviewing and refreshing Building Safety Cases agreed Q3 26/27 - reviews completed in line with agreed programme Q3 26/27 governance and assurance arrangements fully embedded	Head of Health and Fire Safety	Building Safety Cases are accurate, current and reflect the latest risk position Improved compliance with Building Safety Act requirements	100% Building Safety Cases reviewed and refreshed in line with agreed programme Quarterly reporting and assurance through internal Strategic Health & Safety Board Positive assurance outcomes through Building Safety Regulator	Officer time	

Appendix 2 – Improvement Strategy

Appendix 2

Draft **Housing Improvement Strategy**

Introduction

The City of London Corporation provides homes to over 2000 households across the City and six London boroughs. For residents, their home should be a place of safety, comfort and stability - a foundation for wellbeing, independence and community life.

Following an inspection completed in February 2026, the Regulator of Social Housing (RSH) assigned the City a C3 consumer grading. The Regulator concluded that there were serious failings in the delivery of the Safety and Quality Standard, together with weaknesses requiring improvement in the Transparency, Influence and Accountability Standard and the Neighbourhood and Community Standard. The Tenancy Standard was assessed as being met.

The City accepts these findings in full and recognises that they represent real impacts on residents' day-to-day lives, particularly in relation to safety, the condition of homes and the reliability of services.

This Housing Improvement Strategy is rooted in honest organisational reflection and sets out how we will put things right. It is focused on ensuring residents can live in safe, decent homes, receive services they can rely on, and have a stronger say in how housing services are run.

All Members and senior leaders are fully committed to the approach set out in this Housing Improvement Strategy Plan and its accompanying plan. The milestones and targets set out in this Strategy and the accompanying Improvement Plan are designed to:

- make homes safer and healthier, with risks identified early and dealt with promptly;
- improve the quality, comfort and condition of homes year on year;
- ensure residents receive reliable, timely and preventative services they can trust; and
- rebuild confidence that the City is listening to residents, acting on concerns and delivering lasting improvement.

Our commitment is simple: residents should be able to trust that their homes are safe, their concerns are taken seriously, and improvements are delivered at pace and sustained over time.

Progress is overseen through strengthened governance and independent scrutiny to provide residents and Members with confidence that improvements are not only delivered but sustained and that the failings identified by the Regulator cannot recur.

Context and Acceptance of Findings

The findings set out in the RSH Regulatory Judgement (published 25 February 2026) reflect issues also identified internally through:

- self-referral to the Regulator in relation to historic safety backlogs;
- internal reviews and assurance activity including a mock inspection undertaken in July 2025 and a review of compliance activity; and
- feedback from residents, officers, Members and governance bodies prior to the inspection process.

The City is working constructively with the Regulator to deliver an agreed Improvement Plan, supported by strengthened governance, independent scrutiny and resident engagement arrangements.

Identifying the Root Causes of the Regulatory Failings

The City has undertaken a detailed review of the findings set out by RSH to ensure that improvement activity addresses underlying causes, not just symptoms.

Root Causes Identified

Root cause	Description	Relevant standard
Sustained under investment in homes, major works and enabling systems	• A comprehensive stock condition survey had not been completed since 2018, resulting in incomplete and outdated information. • Prolonged under investment in major works, planned maintenance and building safety increased backlogs, non-decency and reliance on reactive repairs. • Under investment in systems limited the ability to assess safety risks, prioritise investment and provide clear assurance to Residents, Members and the Regulator.	Safety & Quality
Reactive, short-term approach to asset management and risk prevention	• A focus on responding to issues as they emerged rather than early intervention reduced preventative maintenance. • Delivery of major works and planned maintenance has been too slow, even where plans and funding are now in place. • High risk backlogs developed and grew due to insufficient forward planning and preventative action.	Safety & Quality
Prolonged tolerance of risk to resident safety and decency	• 17.6% of homes are non-decent, driven by historic delays in major works. • The forecast trajectory to achieve full decency by 2035 was identified as a serious failing, leaving residents exposed to prolonged risk.	Safety & Quality

	• Large numbers of overdue electrical and fire remedial actions remain, limiting full assurance. • Some high-risk fire safety issues are not due to be fully resolved until 2028, leaving residents exposed to ongoing risk.	
Weak oversight, assurance, challenge and escalation arrangements	• Performance and compliance information did not consistently provide a clear, risk-based picture to officers or Members. • This limited effective challenge, early escalation and timely corrective action at senior, Member and committee level. • Repairs and maintenance improvements have been identified as a priority but are not yet consistently embedded or sustained due to weak assurance.	Transparency, Influence & Accountability
Capacity constraints at senior and operational levels	• Limited senior and operational capacity constrained the organisation's ability to plan strategically, oversee compliance and deliver major works at pace. • Capacity pressures reduced the ability to embed improvements consistently and sustain recovery activity at scale.	Transparency, Influence & Accountability
Insufficient integration of resident voice into decision making and assurance	• Insufficient up-to-date data on residents' diverse needs limited assurance that services and strategic decisions deliver fair and equitable outcomes. • While engagement structures exist, residents have not always been adequately supported and scrutiny has not consistently been meaningful. • Follow-up after consultation has not always been clear and information has not always been accessible, particularly for non-digital residents. • Inconsistencies in neighbourhood and ASB information across boroughs create confusion and risk of under-reporting.	Transparency, Influence & Accountability and Neighbourhood & Community

Summary of Root Cause

The root cause analysis shows that residents were impacted by gaps in how the condition and safety of homes were assessed, prioritised and addressed. Limited investment over time, delays in delivering major works, and weak assurance processes meant that some residents remained in homes that did not meet modern safety and decency standards for longer than acceptable.

Outdated or incomplete information about homes and residents also reduced the City's ability to identify risks at an early stage, set clear priorities and provide timely reassurance to both residents and Members.

Engagement and communication were not consistently strong, meaning residents did not always receive clear updates, appropriate support or meaningful opportunities to shape decisions -particularly during periods of disruption or change.

Tackling these underlying issues is critical not only for regulatory compliance, but also to rebuild trust and ensure that housing services are consistently focused on resident safety, fairness and overall quality of life.

Improvement Plan

The Housing Improvement Plan is an organisation wide response to the Regulator of Social Housing's findings and also includes content from our Housing Strategy. It is designed to address the major failings identified under the Safety and Quality Standard, the weaknesses identified under the Transparency, Influence & Accountability and Neighbourhood & Community Standards, and to ensure sustained compliance with all consumer standards, including the Tenancy Standard, which was assessed as being met.

The plan focuses on mitigating risks to residents, improving the quality and condition of homes, strengthening governance and assurance, and embedding a more transparent, resident-centred approach to housing services.

Themes of Improvement

The plan is structured around six inter-related themes, each directly mapped to the root causes identified through the regulatory judgement and subsequent analysis:

- **Safe Homes and Buildings**
  Residents are safe in their homes, with risks identified early and dealt with quickly.
- **Living in a good quality, decent home**
  Homes are warm, well-maintained and meet modern standards residents can rely on.
- **Repairs Done Right and Problems Prevented**
  Repairs are easy to report, completed on time, and recurring problems are addressed properly.
- **Services Run Well, With Clear Oversight and Risks Managed**
  Residents can trust that services are well-managed, decisions are sound, and issues are escalated and resolved promptly.
- **Residents' Voice, Fair Treatment and Accountability**
  Residents are listened to, treated fairly and can see how their feedback directly shapes services and priorities.
- **Well Cared For Neighbourhoods and Clear Information**
  Estates are clean, safe and welcoming, and residents can easily get the information they need.

Each theme is designed to tackle specific root causes directly, link activity to measurable improvements in resident outcomes, and evidence progress against the relevant consumer standards. Together, they provide a coherent framework for moving from regulatory

non-compliance to sustained assurance, improved service delivery and restored resident trust.

Theme 1: Safe Homes and Buildings

Ensuring residents feel safe in their homes, with confidence that safety risks are identified early, addressed promptly and clearly explained. This means fewer overdue checks, quicker action where risks are found, and stronger reassurance that statutory safety requirements are being met at all times.

What we have done so far

- Referred ourselves to the Regulator and engaged openly with inspection
- Accelerated programme to address overdue electrical safety checks
- Strengthened safety monitoring and reporting through transition to new compliance systems (RiskBase and Safety365)
- Completed procurement activity for fire equipment & lift servicing contracts.

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Regularly check that all compliance safety checks are working properly and fix any weaknesses quickly	Q1 2026/27	Head of Repairs & Maintenance	Improvement actions implemented 100% statutory safety compliance achieved
Keep fire risk assessments up to date so fire risks in buildings are identified and managed	Q1 2026/27	Head of Health & Fire Safety	100% Fire Risk Assessments completed and in date All actions tracked and managed through Riskbase
Complete fire safety repairs promptly so residents are not left exposed to known risks	Q3 2026/27	Head of Health & Fire Safety	100% fire safety actions completed within agreed timescales Continual reduction in high-risk and overdue actions
Make sure residents who need extra fire safety support are identified and properly protected	Q2 2026/27	Head of Housing Management	100% required PCFRAs and PEEPs completed and in date No overdue PEEP or PCFRA actions
Regularly review Building Safety Cases so they reflect current risks in residents' homes	Q3 2026/27	Head of Health & Fire Safety	All Building Safety Cases reviewed and refreshed Positive assurance from the Building Safety Regulator

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Theme 2: Living in a good quality, decent home

Ensuring residents do not have to live in poor-quality or non-decent homes for extended periods, and can see timely, visible improvements to the condition and comfort of their homes. Residents will benefit from clearer plans for when improvements will happen, fair prioritisation across estates, and steady year-on-year improvements that raise standards and quality of life.

What we have done so far

- Launched stock condition survey in July 2025 assessing tenant homes and communal areas.
- Agreed major works plans for 2025 and beyond (10-year programme)
- Secured £211 million to invest in homes
- Re-prioritised and repackaged major works programmes to minimise disruption as far as possible to residents and deliver better value for money

Action	Target Date	Lead Officer	Measure of Success
Use up-to-date information about homes to plan improvements and target investment where it is most needed	Q2 2026/27	Head of Operations	≥95% of Stock Condition Survey data quality-assured and relied on for investment planning Assurance report provided to Members
Agree a clear, long-term plan to reduce non-decent homes and improve standards across all estates	Q3 2026/27	Head of Major Works	Non-decency baseline agreed Data-led investment plan to 2035/36 approved through governance
Move from ad-hoc works to estate-based Decent Homes programmes so improvements are delivered fairly and efficiently	Q4 2026/27	Head of Major Works	100% of estates with agreed Decent Homes programmes Reduction in ad-hoc Decent Homes works
Deliver the approved 10-year Major Works Programme so homes continue to improve year on year	Ongoing	Head of Major Works	Annual delivery achieved against agreed programme milestones Controlled variance between planned and actual delivery
Improve the energy efficiency of homes to reduce fuel costs and improve thermal comfort	Q4 2026/27	Sustainability Manager	≥98% of homes with valid EPCs ≥70% of homes achieving EPC band C or above, with year-on-year improvement

Delivery Plan Extract

Theme 3: Repairs Done Right and Problems Prevented

Ensuring residents receive a reliable, responsive repairs service that fixes problems properly the first time and prevents issues from recurring. Repairs will be easier to report and track, completed within clear timescales, and managed end-to-end where problems are complex. Residents will see less disruption, fewer repeat repairs and quicker resolution of issues that affect health, safety or comfort.

What we have done so far

- Recognised repairs and maintenance as a priority area including reviewing the policy and contractor priorities
- Focused on damp and mould and preparation for Awaab's Law
- Ongoing core review meetings with main contractor delivering responsive repairs service

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Increase planned and preventative maintenance so problems are fixed earlier and repeat repairs are reduced	Q4 2026/27	Head of Repairs & Maintenance	Reduction in repeat and reactive repairs Year-on-year improvement in Repairs satisfaction
Make sure all repairs affecting health and safety meet Building Safety Act and Awaab's Law timescales	Q4 2026/27	Head of Repairs & Maintenance	≥95% compliance with Awaab's Law Phase 2 timescales Statutory requirements embedded in contracts and systems
Improve how complex repairs (such as leaks) are managed from start to finish	Q3 2026/27	Head of Repairs & Maintenance	100% complex repairs managed through CX cases Reduction in complaints and legal disrepair claims
Make it easier for residents to report and track repairs online	Q3 2027/28	Head of Repairs & Maintenance	≥20% reduction in repairs-related service desk contact Improved visibility and satisfaction
Secure reliable gas, electrical and asbestos servicing so safety checks and repairs are delivered on time	Q4 2026/27	Head of Repairs & Maintenance	100% compliance maintained during mobilisation ≥95% works completed within agreed timescales

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Theme 4: Services Run Well, With Clear Oversight and Risks Managed

Ensuring housing services are well run, closely monitored and focused on protecting residents, not just processes. Risks that affect residents' safety, homes or services will be

identified early, escalated appropriately and acted on decisively. Stronger oversight and accountability will mean issues are dealt with before they escalate, giving residents greater confidence that services are dependable and well controlled.

What we have done so far

- Established Housing Improvement Board
- Strengthened performance and improvement reporting
- Improved visibility of key risks
- Established Housing Investment Meeting with senior Members and Directors

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Use a single housing system to manage cases, performance and risks consistently across services	Q4 2026/27	Business Support Manager	Quarterly Civica performance and usage reporting to SMT Measurable improvement in key service KPIs
Make sure there are clear plans in place to keep repairs services running if something goes wrong	Q1 2026/27	Head of Repairs & Maintenance	Service Continuity Plan approved Key risks recorded and mitigated
Strengthen financial oversight so housing services remain sustainable and value for money	Q4 2026/27	Director of Housing	Reduced budget variance ≥95% of budget holders routinely using financial monitoring reports
Clarify governance and accountability for COLAT and Gresham so decisions are transparent and well controlled	Q3 2026/27	Director of Housing	Governance review completed 100% agreed actions delivered to timetable

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Theme 5: Residents' Voice, Fairness and Accountability

Ensuring residents are listened to, treated fairly and able to influence decisions that affect their homes and neighbourhoods. Residents will see clearer feedback on how their views have shaped services, better support to engage and scrutinise, and services that are more responsive to diverse needs. Complaints and concerns will be handled consistently, openly and with a focus on learning and improvement.

What we have done so far

- Developed a Resident Involvement Strategy
- Launched the Resident Voice Group and re-designed and maintained engagement structures (Commonplace, newsletters, annual reports)
- Improved our approach to complaints handling

- Launched household survey to strengthen resident profiles and identify additional needs, reacting in real-time to high-priority issues raised

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success
Deliver the Resident Involvement Strategy so residents can influence housing services and priorities	Q4 2026/27	Head of Housing Management	≥90% of strategy milestones delivered Improvement in TSMs relating to listening and acting
Strengthen the Resident Voice Group's role in scrutiny and co-production	Q4 2026/27	Director of Housing	Clear evidence of resident recommendations shaping service decisions
Clearly plan and report on engagement so residents can see how their views are used	Q2 2027/28	Head of Housing Management	Engagement calendar published Annual Impact Report reported to Committee
Improve services using Tenant Satisfaction Measures, focusing on areas residents are least satisfied with	Q4 2026/27	Business Support Manager	Year-on-year improvement across all targeted TSM indicators
Better understand residents' diverse needs and adjust services so they are fair and accessible	Q4 2026/27	Head of Housing Management	≥90% of Diverse Needs Action Plan delivered Improved resident data completeness

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Theme 6: Neighbourhood Services and Clear Information

Ensuring residents experience clean, safe and well-maintained neighbourhoods, alongside clear, consistent and accessible information about housing services. Residents will find it easier to report issues, understand what is happening in their area, and get support in the way that works best for them - whether digitally or through non-digital routes. Services will feel more consistent across estates and boroughs.

What we have done so far

- Continued effective delivery of ASB services
- Maintained core neighbourhood services
- Updated the ASB policy to provide clearer support for victims, stronger enforcement tools and improved compliance with national standards and reporting requirements
- Secured extra estate staff as a result of the MHCLG bid.

Delivery Plan Extract

Action	Target Date	Lead Officer	Measure of Success

Carry out regular estate inspections and share results with residents	Q3 2026/27	Head of Housing Management	100% inspections completed on time Results shared within 10 working days
Deliver a consistent and victim-centred approach to tackling antisocial behaviour	Q4 2026/27	Head of Housing Management	≥95% of ASB cases meet response standards Improved ASB-related satisfaction
Improve how residents receive information about housing services and neighbourhood issues	Q3 2026/27	Business Support Manager	Improved satisfaction with communication Clear “Your feedback in action” communications
Reduce barriers to contacting housing services, including for non-digital residents	Q4 2026/27	Head of Housing Management	Alternative formats available for all key communications Improved accessibility-related TSMs
Upgrade telephone services so residents can get through more easily and receive consistent responses	Q3 2026/27	Service Improvement Manager	≥90% of calls answered within service standards Reduction in communication complaints

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Overview of Governance

Strengthened governance arrangements are fundamental to ensuring that the identified failings are effectively addressed, that improvement activity is delivered at pace, and that progress is sustained over the longer term.

Governance has been enhanced to provide clear oversight, assurance and appropriate challenge across housing services, involving senior officers, Members and residents. These arrangements are designed to ensure that resident experience and outcomes remain central to service improvement, while providing a robust framework for monitoring delivery and managing risk.

Collectively, these arrangements establish a clear line of sight from frontline service delivery through to strategic decision-making, enabling timely escalation of issues, informed decision-making and strengthened accountability. They reflect the seriousness of the regulatory findings and support the delivery of meaningful and lasting improvements for residents.

Key Governance and Oversight Arrangements

Housing Improvement Board (HIB)

The Housing Improvement Board is an officer-led group, chaired by an independent housing specialist and supported by HQN to provide benchmarking and support horizon scanning. It provides strategic oversight of the Housing Improvement Plan ensuring that delivery is focused, coordinated and aligned to addressing regulatory failings.

The Board plays a key role in providing robust challenge and independent scrutiny, actively monitoring progress, managing key risks and dependencies, and ensuring that actions directly address both the identified failings and their underlying root causes. It further supports Member oversight by providing clear assurance, structured reporting and timely escalation through the HMASC and, where required, the Community and Children Services Committee (CCS).

Housing Management and Almshouses Sub-Committee (HMASC)

HMASC provides Member scrutiny and political oversight of housing services and the Improvement Plan. It receives regular performance and assurance reports, scrutinises progress against regulatory actions, and provides challenge on risk, pace of delivery and resident outcomes. In response to the recent RSH inspection, the Committee will receive increased and more detailed reporting and assurance to support effective oversight of delivery and sustained compliance.

Corporate Oversight

Housing improvement activity is aligned with the wider corporate priority of *Delivering Excellent Services* and is subject to senior officer oversight to ensure that improvement actions are supported by the right resources, capability and decision-making. This ensures that housing improvement is owned at a corporate level and not treated solely as a service issue.

This corporate ownership supports the long-term sustainability of the HRA, ensuring that improvement activity, financial discipline and risk management are maintained regardless of changes in staffing or leadership.

Progress, risks and assurance are reported regularly to the Corporate Policy Review (CPR), the Town Clerk, and senior Members, providing visibility, challenge and oversight alongside formal reporting through housing and corporate governance committees.

Resident Voice and Scrutiny

Resident Voice Group

The recently formed Resident Voice Group provides a resident-led forum to strengthen scrutiny and ensure that residents' lived experience meaningfully informs improvement activity. The Group will play a key role in reviewing service performance, providing challenge, and advising on whether changes are delivering real improvements for residents.

The Group has begun to support greater transparency and accountability by:

- reviewing performance and improvement information in an accessible format;
- providing insight into residents' priorities and concerns; and
- feeding its views into governance and scrutiny arrangements
- In time they will provide targeted scrutiny of services.

This strengthens the connection between resident engagement, day-to-day services and decision-making, helping to ensure that residents' views are heard and reflected in how housing services are delivered and improved.

Communicating Progress

The City is committed to open, transparent two-way communication with residents about the Housing Improvement Plan and progress against regulatory findings. Communication is designed not only to keep residents informed, but to actively listen, respond and adapt improvement activity based on resident feedback.

Residents will be able to receive information, ask questions, raise concerns and see how their input influences decisions through:

- regular updates via established resident communication channels (including @Home newsletters and website updates);
- accessible performance information showing progress against agreed priorities;
- ongoing engagement through resident forums and the Resident Voice Group;
- clear "Your feedback in action" communications demonstrating how resident views have shaped decisions and improvements; and
- a dedicated mailbox (home@cityoflondon.gov.uk) for residents to ask questions or provide comments on the regulatory judgement and improvement plans.

This approach ensures residents can see how issues are being addressed over time, understand how decisions are made, and be confident that their views are heard, responded to and reflected in service improvement.

Managing Risks to Delivering the Plan

Key risks to the delivery of the Housing Improvement Plan, including those relating to safety compliance, delivery of major works, capacity constraints, contractor dependencies and pace of change are managed through Senior Officers and reported through the Housing Improvement Board.

The Housing Improvement plan is maintained and reviewed monthly, with:

- clear ownership of mitigating actions;
- escalation routes to senior officers and Members where required; and
- ongoing assurance that risks to resident safety and outcomes are being actively managed.

This approach ensures that improvement activity remains focused, risks are not allowed to persist unchecked and governance arrangements provide the level of grip and assurance expected by the Regulator.

Assurance and Sustainability

Together, these governance and scrutiny arrangements ensure that improvements continue to be delivered with pace and purpose, so residents can see and feel real change in their homes and neighbourhoods. They provide residents, officers and Members with clear visibility of progress and risk, and ensure that issues affecting residents' safety, quality of homes and services are identified early and addressed promptly.

To support the long-term sustainability of the HRA, the Improvement Plan is deliberately designed to embed improvement at a system and organisational level rather than relying on individual posts. Importantly, the improvement approach is resilient to changes in

personnel, with strengthened governance, clearer accountabilities, robust systems, documented processes and routine performance and assurance reporting embedded as business as usual. This ensures that if individual officers move on, housing services and core functions continue on a clear improvement trajectory, with the controls, expectations and oversight in place to maintain progress, compliance and service standards over time.

These arrangements support a wider cultural shift at the heart of the Housing Improvement Plan:

- preventing problems before they affect residents;
- measuring success through lived experience and outcomes, not process alone; and
- ensuring resident influence is meaningful, visible and sustained.