

High level continuous improvement plan – HRA Landlord Service

December 2024

This plan is a high-level overview of the detailed Continuous Improvement Plan which was originally developed following a gap analysis of the new Consumer Standards (Regulator of Social Housing) implemented on 1 April 2024 to support the preparation for inspection. Subsequently the HRA Landlord Service was inspected between July – November with the Regulatory Judgment published on 27 November 2024. The plan has been reviewed considering the Judgment and identified areas of weaknesses, following our first post inspection engagement on 10 December 2024.

The plan has been prepared to ensure that scrutiny and governance can be assured when delivering the Council’s housing management and maintenance functions that provides protection for tenant’s homes and services and achieves better outcomes for current and future tenants – ultimately holding us to account.

| Standard and Element | Comment December 2024 | Target date for completion |
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| SAFETY & QUALITY STANDARD | | |
| Stock Quality <i>Customer Outcome: An evidence-based understanding of the condition of homes that reliably informs the provision of good quality, well-maintained and safe homes for tenants.</i> <ul style="list-style-type: none"> ▪ Deliver against the Stock Condition Survey Improvement Plan ▪ Implementation of Phase 2 of NEC including asset management and planned maintenance | <p>SCS completion is increasing supported by the successful recruitment of a second Stock Condition Surveyor. Additional support is being provided by STG (Building Control) and FFT with an allocation of 620 surveys to be completed by 31/03/25.</p> <p>Implementation slipped by 6 months due to the amount of work required. Additional resources recruited in October 2024</p> | <p>31 March 2025</p> <p>30 September 2025</p> |
| Decency <i>Customer Outcome: Tenants’ homes meet the standards set out in the Government’s Decent Homes Standards</i> <ul style="list-style-type: none"> ▪ Revise and update the Asset Management Strategy | <p>Refreshed in conjunction with the Tenants Panel & HRA Governance Group- completed. To be reviewed when Decent Homes 2 is published.</p> | <p>Completed</p> |

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| <ul style="list-style-type: none"> ▪ Implementation of Phase 2 of NEC including asset management and planned maintenance ▪ Annual review of the HRA 30 Year Business Plan | <p>See above</p> <p>Independent annual review with Savills, including a workshop with representatives of the Tenants Panel, officers and Portfolio Holder.</p> | <p>30 September 2025</p> <p>30 December 2024 Cabinet</p> |
| <p>Health & Safety Customer Outcome: <i>To ensure the health and safety of tenants in their homes and the communal areas.</i></p> <ul style="list-style-type: none"> ▪ Single document storage for compliance evidence (Information at Work – implementation) – mitigation in place with Idox until implementation is completed ▪ Seek a system-based IT solution for managing statutory compliance ▪ Develop reporting for remedial works to provide opportunities for tenant, Member and senior officer scrutiny ▪ Undertake a programme of audits on existing Compliancy Tracker | <p>Demos reviewed from a number of providers – preferred option being considered at the January ICT Housing Change Board. Purchase due by March 2025 – implementation programme to be confirmed.</p> <p>Remedial works now reported to the Tenants Panel and HRA Governance Group since November 2024 with inclusion in annual HRA Governance Activities due July 2025.</p> <p>Internal audit programme in place – external audit price received, programmed for late summer 2025 when migration to NEC and new compliance solution is complete.</p> | <p>31 March 2025</p> <p>30 November 2024</p> <p>31 July 2025</p> <p>October 2025</p> |
| <p>Resident Engagement Customer Outcome: <i>To provide opportunities for tenants to engage with and provide feedback on the safety of their homes and the services they receive from their landlord.</i></p> <ul style="list-style-type: none"> ▪ Appointment of new Tenant Panel Opportunities ▪ Appoint a new Tenant Champion for Repairs & Gas Contract ▪ Improve survey responses for new contracts and contractors and ensure up to date tenant satisfaction surveys ▪ Completion of Tenant Engagement Strategy | <p>Completed</p> <p>Completed</p> <p>Commenced under new repairs & maintenance contracts</p> | <p>July 2024 (Complete)</p> <p>July 2024 (Complete)</p> <p>October 2024</p> |

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| | Officers and tenants panel have workshopped objectives with views to be sort from wider tenant base from January 2025 | Draft due by March 2025 |
| <p>Repairs, Maintenance and Planned Improvements</p> <p>Customer Outcome: <i>The provision of an effective, efficient and timely repairs, maintenance and planned improvements service.</i></p> <ul style="list-style-type: none"> Implementation of Phase 2 of NEC including planned maintenance Annual review of the HRA 30 Year Business Plan Implementation of the Property Communication Plan No access/waiver/non-engagement project plan | <p>See above</p> <p>See above</p> <p>Completed</p> <p>Project group agreed and work has commenced on current activity around no access – work completed on high-risk cohort for visit to commence January 2025</p> | <p>September 2025</p> <p>December 2024</p> <p>September 2024</p> <p>30 March 2025</p> <p>(review will be required to ensure SMART target date once full programme assessed)</p> |
| <p>Damp, Mould and Condensation</p> <p>Customer Outcome: <i>To improve the identification, reporting and remedying of damp and mould that may occur within resident's homes.</i></p> <ul style="list-style-type: none"> Implementation of CRM journey for damp & mould proactive calls (NEC ICT improvement plan) | <p>CRM journey completed, testing delayed due to contractor onboarding and BARIS interface. Risk mitigation in place – business as usual.</p> | <p>31 March 2025</p> |
| <p>Adaptations</p> <p>Customer Outcome: <i>To improve the assistance and support for tenants requiring housing adaptations.</i></p> <ul style="list-style-type: none"> Full-service review of Disabled Facility Grants & Adaptations | <p>Commencement Q4 2024/25</p> | <p>Commencement Q4 2024/25</p> |
| TRANSPARENCY, INFLUENCE & ACCOUNTABILTY STANDARD | | |
| <p>Fairness & Respect</p> <p>Customer Outcome: <i>Increasing the opportunities and ways that tenants can contact us. Where we engage with them to ensure we listen to them and treat them with fairly and with respect.</i></p> <ul style="list-style-type: none"> Data quality improvement plan in place | <p>All Big Door Knock data uploaded to NEC; existing data cleansing commenced.</p> | |

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| <ul style="list-style-type: none"> ▪ ICT_NEC improvement plan in place ▪ Stigma training programme being created and delivered for all housing staff | Completed. | |
| <p>Diverse Needs Customer Outcome: <i>Fair access to and equitable outcomes of housing services for tenants.</i></p> <ul style="list-style-type: none"> ▪ Increase resources – new Customer Insight Officer recruited ▪ Data quality improvement plan in place ▪ ICT_NEC improvement plan in place ▪ Review of existing Housing Online offer | Completed. See above TBC On-going engagement with NEC – previous access issue resolved. | 9 September 2024 |
| <p>Engagement with Tenants Customer Outcome: <i>To improve the way that tenants' views are taken into account in decision making about how services are delivered, and to provide them with information so they are clear as what to expect from services and to hold their landlord to account</i></p> <ul style="list-style-type: none"> ▪ New Terms of Reference for Tenant and Leaseholder Panel ▪ Opportunities for Tenant & Leasehold Panel members ▪ Engagement with tenants during repairs, planned maintenance & compliance tendering ▪ New Tenant scrutiny programme – complaints followed by adaptations ▪ Creation of a Leaseholders Forum | Completed Initial opportunities completed – ongoing review Completed. Champions now attending contractor meetings. Complaints scrutiny draft report completed – to be presented to the HRA Governance Group in February 2025 First Leaseholders Forum held | July 2024 (Complete) July 2024 (Complete) Summer 2023 (Complete) January 2025 |
| <p>Performance Information Customer Outcome: <i>Improve availability of information and data to support the effective scrutiny by tenants of their landlord's performance in delivering services.</i></p> <ul style="list-style-type: none"> ▪ New performance reporting presentation – consistency in presentation | Updated to reflect Inspection outcome to include remedials and water compliance. | September/December 2024 |

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| <ul style="list-style-type: none"> ▪ Publication via social media & corporate website ▪ Performance information published in Housing Matters ▪ Develop reporting for remedial works to provide opportunities for tenant, Member and senior officer scrutiny | <p>On-going including outcome of Regulatory Inspection Next publication due December 2024 From Q2 performance reporting for remedials and Q3 for water compliance. Figures available on request.</p> | <p>Quarterly December 2024 November 2024 February 2025 July 2025</p> |
| <p>Complaints Customer Outcome: <i>An approach to complaints that ensures they are addressed fairly, effectively and promptly.</i></p> <ul style="list-style-type: none"> ▪ Complaint improvement plan ▪ Enhanced training programme | <p>TBC TBC</p> | |
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| NEIGHBOURHOOD & COMMUNITY STANDARD | | |
| <p>Safer Neighbourhoods Customer outcome: <i>To deter and tackle ASB in our neighbourhoods, ensuring easy reporting, keeping tenants informed, proactive case management and ensuring that regard is given to the full range of tools and legal powers.</i></p> <ul style="list-style-type: none"> ▪ ASB improvement plan – recently reviewed following a Housing Ombudsman complaint | <p>Reviewed monthly by Head of Tenant Services. New training programme in place</p> | <p>On-going monthly reviews</p> |
| <p>Domestic Abuse Customer outcome: <i>Ensuring that there is an effective policy in place to support victims and their families of domestic abuse within our homes.</i></p> <ul style="list-style-type: none"> ▪ Proactively working towards DAHA accreditation | <p>Work continues toward DAHA accreditation. Next meeting January 2025.</p> | <p>March 2025</p> |
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| TENANCY STANDARD | | |
| <p>Allocations & Lettings Customer Outcome: <i>Ensuring that social housing is allocated and let in a fair and transparent way that takes the needs of residents and prospective tenants into account.</i></p> <ul style="list-style-type: none"> ▪ Supporting the review of Medway Council’s Allocation Policy | <p>Review programme agreed</p> | <p>November 2024</p> |

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| | Commencement of review Conclusion and report to Cabinet Implementation | January 2025 October 2025 April 2026 |
| Tenancy Sustainment & Evictions <i>Customer Outcome: Supporting tenants to maintain their tenancies, and if these are to end to clearly set out the reasons, support and assistance that may be offered, and the process to be followed. To ensure a consistent approach in the management of services, that is clearly set out and structured.</i> <ul style="list-style-type: none"> Revised tenancy sustainment offer to support increasing complex cases e.g hoarding & use in occupation | Completed and recruitment successful. | September 2024 |
| Tenure <i>Customer Outcome: To set out the details of tenancies or terms of occupation which are compatible with the purpose of the accommodation, the needs of the household, and which meet the relevant standards</i> <ul style="list-style-type: none"> Review and implement new Tenancy Strategy | Completed | October 2024 |
| OTHER | | |
| External Assurance <ul style="list-style-type: none"> Commission external advice to provide regular check points in relation to the Councils compliance with the Consumer Standards | Pricing agreed, audit to commence autumn 2025 following migration to NEC and implementation of a new compliance database/reporting ICT solution. | Autumn 2025 |