

Cabinet

29 July 2025

Housing Revenue Account (HRA) Performance 2024/25

Portfolio Holder: Councillor Louwella Prenter, Portfolio Holder for Housing & Homelessness

Report from: Adam Bryan, Director of Place

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Summary

The report provides the Cabinet with an update in respect of performance within the Housing Revenue Account (HRA) Landlord Services. This is an annual report to the Cabinet, the contents of which are provided on a quarterly basis to the HRA Governance Group.

1. Recommendations

1.1. The Cabinet is requested to note the content of the report.

2. Suggested reasons for decision(s)

2.1. The report ensures the Cabinet is fully informed in respect of performance within the Housing Revenue Account (HRA) Landlord Services.

3. Budget and policy framework

3.1. The HRA is ringfenced and therefore sits outside of the General Fund budget.

3.2. The activity referred to in this report relates to functions that are regulated by the Regulator of Social Housing (RSH).

4. Background

4.1. The Council's HRA Landlord Services (Tenant Services Team and Property & Development Team) provide tenancy management and maintenance services to tenants and leaseholders of Medway Council. The HRA manages approximately 3,000 council homes and 220 leaseholders across a geographical area from Brompton to Rainham, with significant stock levels in Gillingham and Twydall.

- 4.2. Ensuring that the Council has effective scrutiny and transparency of performance information in relation to its housing portfolio and tenancy management is a fundamental part of complying with the new Consumer Standards as set out by the RSH on 29 February 2024 and effective from 1 April 2024.
- 4.3. The HRA senior management team, AD for Culture & Community and the Portfolio Holder for Housing & Homelessness review compliance and performance monthly, which compliments the quarterly reports that are presented to the Tenants Panel and HRA Governance Group.
- 4.4. Cabinet receives updates on HRA performance and compliance on a quarterly basis through the One Medway Council Plan; however, this report covers information specifically relating to the 2024/25 financial year.
- 4.5. Following the re-tender of the HRA's repairs, maintenance and compliance contracts during 2023/24, these services moved from a single contractor to a main repairs and maintenance contract and single steam compliance contractors.
- 4.6. The move away from a single contractor was for a number of reasons, including tenant recommendations following engagement, value for money, competent and complainant skilled contractors and assurance that the service could comply with the new Consumer Standards. All nine contracts were on-boarded between April and August 2024, with all new workstreams commencing from 01 September 2024.
- 4.7. During the last 12 months, the HRA's Landlord Services completed a programmed inspection by the Regulator of Social Housing against the Consumer Standards. The inspection was undertaken between July and September 2024, with the service receiving a C2 Judgement in November 2024.
- 4.8. The HRA has continued engagement with the Regulator, initially monthly from January to April 2025, which has now been reduced to quarterly engagement against the HRA's RSH approved continuous improvement plan.

5. Options

- 5.1. As the Cabinet is being requested to note the content of the report, there is no exploration of options.

6. Advice and analysis

- 6.1. The report attached in Appendix 1 details the key areas of performance in relation to the HRA Landlord Services.
- 6.2. Most tables and information provided are self-explanatory; however, the body of this report will focus on areas that officers have highlighted.

Repairs & Works in Progress [WIP]

- 6.3. Responsive repairs were completed between 01 April and 31 August by Mears as the HRA's main contractor via the old contract. Mears were awarded the new repairs, planned work, energy and voids contract from 1 September 2025 under a new framework and improved client lead performance indicators.
- 6.4. Within the responsive repairs contract, each type of repair is given i) a priority (emergency, urgent and routine); and ii) a response timescale. This enables both the tenants and the service to manage the timescales for works to be raised and completed.
- 6.5. Repairs performance is closely monitored by the HRA Property Services Team; this includes holding monthly operational contract meetings (to review day-to-day works) and bi-weekly meetings (to discuss complaints, disrepair claims, inspections, scheduling and updates on works in progress (WIP)).
- 6.6. Strategic core group meetings with senior officers from Mears, the HRA and the Repairs Champion from the Tenants Panel are held quarterly to agree the strategic direction of travel for the contract and any required operational changes.
- 6.7. Key areas to note:
 - The service has seen an increase in jobs being raised as a result of the new contract requiring one job per trade rather than one job being assigned to numerous trades. This is to enable the service to collate and review repairs data more efficiently so trends and improvements can be identified more clearly.
 - This change in process has resulted in approximately 20% more jobs being raised compared to the old contract. The repairs WIP target has been increased to take this into account.
 - The increase in jobs being raised is also because of the service taking a more proactive approach to engagement and repairs identification. Officers are now raising jobs during Big Door Knock events, Tenancy Audits, Stock Condition Surveys and Proactive 'Tenant Touch Base' calls.

Compliance: Electrical – Domestic

- 6.8. In social housing, an Electrical Installation Condition Report (EICR) is recommended to be carried out at least every five years to ensure electrical safety, although it is not yet a mandatory legal requirement as it is for the private rented sector. This means social landlords should ensure their properties' electrical installations are inspected and tested by a qualified person, and a report is provided to tenants.

- 6.9. In preparation for the expected change to mandatory checks on electrical installations for social housing to every 5 years, the HRA Property Services Team amended its electrical testing programme from April 2023 to bring forward domestic electrical tests to align with 5-year testing requirements with a target completion date of 31 March 2025.
- 6.10. The initial programme commenced with Mears and was transitioned to RGE Services following the retendering in September 2024.
- 6.11. As of 31/3/2025, the service achieved a 5-year EICR compliance position of 97.01% and 99.86% 10-year EICR compliance for domestic dwellings.
- 6.12. All non-compliant properties are either on programme to be completed or are seeking to gain entry via a variety of routes after not being able to get access.
- 6.13. The service also achieved 100% 5-year EICR compliance for communal areas.
- 6.14. Key areas to note:
- The transition from Mears to RGE Services has gone well.
 - The service will be moving over to True Compliance in Q3 of 2025/26 which will deliver efficiencies in compliance and document management.
 - PCM continue to audit the quality of the testing and certification.

Compliance: Asbestos

- 6.15. Asbestos compliancy for social landlords is that there is a requirement to report on asbestos in communal areas. In the case of the HRA, this consists of 240 general needs blocks and eight homes for independent living (HFIL) schemes.
- 6.16. The service has an asbestos survey for each block/HFIL scheme which are stored on an asbestos register.
- 6.17. Re-inspections are undertaken based on existing and historical communal surveys. The frequency of these inspections follows a risk management matrix which is based on the following: asbestos type, location and risk of disturbance.
- 6.18. The frequency of the inspections is completed every 1-5 years depending on the outcome of the risk management matrix.
- 6.19. The service achieved 100% compliance for asbestos as of 31/3/2025.
- 6.20. Asbestos surveying is undertaken by Acorn Analytical and Asbestos Removal is completed by Rhodar. Both contracts were awarded from 1 September 2025, and both contractors are performing well.

6.21. Key areas to note:

- The service will be using True Compliance to record the surveying and inspection compliance but will continue to use Alpha Tracker as the asbestos register.

Compliance: Lifts

- 6.22. Compliance for lifts covers two areas - passenger lifts which are required to be monitored under the Lifting Operations and Lifting Equipment Regulations (LOLER) and domestic lifts which are in individual council homes (in some case this can be multiple lifts).
- 6.23. The HRA currently has eight passenger lifts, which are located in the HFIL schemes, with each lift receiving a six-monthly survey.
- 6.24. The service also manages and maintains around 90 domestic lifts situated in tenants' homes and in the HFIL schemes.
- 6.25. The service achieved a year end compliance position of 98.80% for domestic lifts and 100% LOLER compliance for passenger lifts.

6.26. Key areas to note:

- The service is in the process of tendering its Lift Maintenance contract after this was brought back in house and away from Norse. This will enable the service to have direct control and contract with the contractors in line with the other 9 contracts that were awarded from 01 September 2025.
- No access for domestic lift servicing saw the compliance figure drop from 100% as from December 2024.

Compliance: Gas

- 6.27. The gas contract was awarded to Swale Heating as of 1 September 2024, which following a novation in March 2025, and is now under Sureserve Compliance South.
- 6.28. The contracts performance dropped in October 2024 to 97.96% which was the lowest the HRA had reported for around 10 years. This was mainly due to the transition from Mears to Swale Heating and Swale's ICT system not functioning correctly.
- 6.29. There was also an increase in complaints received from tenants shortly after mobilising the contract, however performance has improved since novating to Sureserve Compliance South.

6.30. The Property Service Team has worked closely with Sureserve to improve performance over the last quarter which has resulted in an end of year compliance of 99.39%.

6.31. Key areas to note:

- The service will be moving over to True Compliance in Q3 of 2025/26 which will deliver efficiencies in compliance and document management.
- PCM continue to audit the quality of the testing and certification.

Compliance: Fire (FRA – Fire Risk Assessments)

6.32. The service re-negotiated its SLA with STG Building Control to undertake Fire Risk Assessments to the HRA's communal areas.

6.33. As part of the SLA, STG Building Control completed the following functions for the HRA, ensuring that the service meets its legislative and regulatory requirements.

- STG will oversee and ensure the delivery and compliance of all FRA related workstreams.
- STG will carry out an annual inspection of all communal fire doors that are in common areas including HFIL schemes and to 11m & 18m+ buildings.
- Inspect flat entrance doors to 11m+ buildings annually.
- STG will report any issues found to the HRA for the subsequent repairs to be carried out.
- STG carry out the FRA and undertake the annual reviews inclusive of providing certs and documents.
- STG to offer advice on new build acquisitions as and when required.
- STG review contractors spec for the FRA showing what needs to be done to achieve compliance.

6.34. The service achieved a year end compliance position of 100% for FRAs and annual reviews.

6.35. The service also appointed Bell Group to undertake FRA remedials and Fire Door replacements, and RGE Services to complete FRA servicing works. Both contracts commenced on 1 September 2025.

6.36. Key areas to note:

- The service will be moving over to True Compliance in Q3 of 2025/26 which will deliver efficiencies in compliance and document management.

- True Compliance will be used to generate works identified on FRAs that can be instructed to Bell Group and RGE.

Compliance: Water Management

- 6.37. The service has a requirement to undertake L8 Risk Assessments in accordance with HSG 274, Part 2. This is to ensure that Legionella risk assessments are completed and regular servicing to stored water systems are undertaken.
- 6.38. The service awarded its water management tender to Envirocure on 1 September 2025 who undertake works such as annual inspections to cold water storage tanks, temperature checking, and shower head flushing.
- 6.39. The service achieved 100% L8 compliance at year end for 2024/25.
- 6.40. Key areas to note:
- PCM continue to audit the quality of the testing and certification.
 - Water Management functions are mainly undertaken to the HFIL schemes due to a communal heating system being in place.

Compliance: Remedial works

- 6.41. The service has a requirement to ensure that any remedial works identified across the 'Big 6' compliance work streams are recorded and completed. A lot of this reporting is currently being done via the contractors' systems or manually by officers.
- 6.42. The service reports each compliance workstream's remedial position quarterly, and this is presented at each HRA Governance Group.
- 6.43. The service is in the process of transitioning over to True Compliance, which is a cloud based, compliance management solution that was recommended by the Regulator of Social Housing during Medway's inspection.
- 6.44. True compliance will have the ability to interface directly with Medway's contractors systems to enable works to be instructed, reports to be fun and documents to be transferred directly.
- 6.45. True Compliance also can audit certificates and check for errors which could lead to something becoming non-compliant.
- 6.46. The service is in the process of mobilising True Compliance and has a deadline to transition fully over to this system by 31/12/25.

Asset management

- 6.47. Under the Consumer Standards (Safety and Quality), there are five key expectations which include stock quality, decency, health and safety, repairs, maintenance and planned improvements and adaptations.
- 6.48. Stock quality – the expectations are that registered providers must have an accurate, up to date and an evidenced understanding of the condition of their homes that reliably informs the provision of good quality, well maintained and safe homes for tenants.
- 6.49. The service achieved a year end Decent Homes compliance position of 95.22%. This was an improvement of 0.42% against March 2024. Note: compliancy reduces at the beginning of each financial year as the new planned works programme commences, April 2024 dropped from 94.80% to 76.56% as the programme progressed and the financial year outturn increased by 18.66%.
- 6.50. There were 145 properties showing as non-compliant as of year-end. All 145 properties are on programme of works to be completed or due to be resurveyed.
- 6.51. In 2023, a 5-year cyclical programme of stock condition surveys (SCS) was implemented, however the service took the decision to priorities the communal block condition surveys (248) from Quarter 3. The decision was taken to support the budget build for 2024/25.
- 6.52. This highlighted a risk for the HRA, which resulted in the introduction of two actions to mitigate the risks while completing the stock condition surveying programme – mitigation actions included the creation of decency surveys (mini stock condition surveys) and Housing, Health & Safety Rating System (HHSRS) surveys.
- 6.53. Decency and HHSRS surveys are undertaken by Technical Property Services Officers every time they enter a property.
- 6.54. In addition to the mitigating actions above, the team worked on a gap analysis for the Consumer Standards which further highlighted the need to further excel the SCS programme. This has resulted in the increase of the in-house resource (the recruitment of a second permanent full-time equivalent (FTE) HRA stock condition surveyor).
- 6.55. The service also instructed South Thames Gateway (STG) Building Control to complete 120 surveys and appointed Fairthorn Farrell Timms (FFT) via a framework to complete circa 400 surveys between January – March 2025.
- 6.56. Key areas to note:

- In 2024/25 the service completed a total of 998 Stock Condition Surveys, 326 Decency Surveys, 1254 HHSRS assessments and 154 EPC surveys.
- As of 31 March 2025, 87.39% of the HRA's stock had either had a Stock Condition Survey, had a Decency Survey completed, or had been void completed in the last five years.
- The service has a Stock condition programme in place with a target of achieving 100% full 5-year stock condition survey compliance by December 2027. The service is currently on track to deliver this ahead of that deadline.

Energy

- 6.57. As of 31 March 2025, the service had EPCs for 99.38% of the housing stock, with 95.25% of Medway stock has a valid EPC within 10 years.
- 6.58. The average SAP score for properties with an EPC is 71.34 which equates to an EPC C.
- 6.59. The service has an Asset and Energy Manager and a Retrofit Coordinator who are responsible for obtaining external funding, and delivering energy efficiency work to the HRA's stock.
- 6.60. Mears are delivering energy efficiency works (including Social Housing Decarbonisation Funding Wave 2 works) in conjunction with HRA Officers.
- 6.61. Key areas to note:
- The service match funded circa £1m of SHDF wave 2 funding to improve the energy efficiency to circa 150 of the HRA's worst energy performing homes.
 - The HRA Retrofit Coordinator has also been trained to the level of a Domestic Energy Assessor and is now able to complete EPCs directly.

Damp & Mould

- 6.62. The team has continued with their proactive approach to managing and mitigating damp and mould and the reduction of disrepair claims.
- 6.63. The Property Services Team attempted to contact 2,083 tenants in 2024/25 to ask if they had any damp or mould, any health and safety concerns, and if there were any other issues with the property that they would like to raise or discuss further.
- 6.64. The service successfully managed to speak with 1,225 tenants. There were 498 tenants that believed they had damp and mould in their property at the

time of the call. The service raised 366 jobs to Mears as a result of these contacts.

6.65. In addition to the proactive calls, all tenants contacted during Big Door Knocks are asked if they have D&M in their property and officers will review, raise repairs or inspections.

6.66. Key areas to note:

- This proactive approach has been well received by tenants.
- This approach has stood the service in good stead when it comes to refuting disrepair claims.
- The service is in the process of installing remote monitoring devices to properties where historic damp and mould jobs have been raised, or if a property is potentially at risk of damp and mould forming based on asset data.
- The service is working closely with Mears and AICO to get systems and processes in place ready for the implementation of Awaabs Law in October 2024.

Planned maintenance

6.67. The current planned works programme is for 18 months, having started at the beginning of the new contract period (1 September 2024) and running until 31 March 2026.

6.68. Planned works were completed on the old Mears contract between 1 April 2024 to 31 August 2024.

6.69. Since 1 September, a variety of planned works programmes have been instructed to Mears, Sureserve Compliance South, RGE Services and Bell Group.

6.70. Several workstreams have performed well over the last six months, completing at least 50% of the total works required, these have included front door replacements, windows (houses), full rewires and Communal five-year EICR testing.

6.71. The overall programme completion for 2024/25 was 28.16% against an expected 33.3%, however this is not a concern as there is still 12 months of the programme remaining.

6.72. Key areas to note:

- Nearly £5.5m was spent on planned works across the HRA's stock in 2024/25.

- The service began scoping works to complete a large refurbishment project to the 3 x blocks at St Albans Close. Works will include new doors, windows, balconies and walkways, decorations, and some social value projects.
- The service completed its largest boiler install programme, completing over 130 boilers in six months.
- The service also completed two large roofing replacement projects at Twydall Green shops and to five blocks in Derwent Way.
- New fire doors were also installed to all HFIL flat entrances.

Tenant Satisfaction Measures

- 6.73. Following the HRA's first TSM perception survey in October 2023 (for 2023/24), the team commissioned the 2024/25 TSM perception survey for the same period in 2024.
- 6.74. A full report was presented to the Tenants Panel and HRA Governance Group. The report provided a review of the outcomes which included the breakdown of satisfaction where tenants have participated in a Big Door Knock.
- 6.75. The formal response rate was 19.9% (2,939 tenants were invited to complete the TSM survey – 585 completed) with 31% completing the survey online and 69% completing the survey via telephone. (This response rate is within the acceptable parameters to comply with the TSM requirements).
- 6.76. Satisfaction had increased across all perception questions, including ASB complaints and complaint handling. However, it is important to note that the satisfaction levels are still lower than ideal, therefore both areas have key actions within the RSH continuous improvement plan.
- 6.77. Key areas to note:
 - Tenants who had engaged with the Big Door Knock were more likely to be satisfied over a range of measures.
 - An action plan has been developed to improve in areas where satisfaction levels are low.
 - Complaints training has been delivered across Housing Services.
 - We have improved satisfaction levels significantly in 'Landlord listens to views (13%) and 'Landlord keeps tenants informed' (12%) measures.
 - We are increasing the opportunities for tenants to be involved by offering a menu of engagement and creating a new engagement panel with tenant representation.

Anti-social behaviour

6.78. Over the last 12 months, the HRA has been working consistently to improve the ASB offer to tenants, this has included an ASB improvement action plan, procurement of a new ASB case management ICT solution and improving awareness of how to report ASB incidents.

6.79. Keys areas to note:

- 5 members of the Tenant Services team are now trained in mediation.
- A programme of bitesize training has been delivered to the tenancy team to improve the understanding of risk assessments, action plans and non-legal remedies.
- A monthly legal surgery is now in place which provides the opportunity to discuss complex cases and receive advice on proportionate next steps.
- Good neighbour agreements are now included in all new tenancies.
- Members of the team now attend Multi Agency Risk Assessment Conferences (MARAC) and Community Safety Taskforce meetings.

Knowing our residents – tenant & leaseholder engagement

6.80. Over the last year (2024/25), the team has been working on knowing our residents better, by collecting and making better use of data. This allows us to deliver services in ways that suits our customers and ensures that resources are targeted.

6.81. A key area of engagement is via the Tenants Panel, who over the last 12 months have grown in influence and confidence as they have appointed a Chair, Deputy Chair and a number of Champions to hold the service to account.

6.82. The Big Door Knock (BDK) continues to be a key service activity for the HRA, where once a month (except December) officers visit a specific neighbourhood where council homes are and knock on all our tenants' doors. The BDK allow officers and tenants to have conversations around service provision (including repairs, damp & mould, ASB, neighbourhood improvements and complaints) and allows for better understanding of the diverse needs of our tenants.

6.83. The first Leaseholder Forum was held in October 2024, with a second forum held virtually in February 2025.

6.84. The Tenants Panel took a lead as part of a new *Stop Social Housing Stigma* campaign this year when they became one of ten Pioneer Travellers, working with the campaigns leads [Nic Cross, Dr Mercy Denedo & Professor Amanze Ejiogu].

- 6.85. The Pioneer Travellers programme included the Tenants Panel and officers to work with the campaign leads to co-create a Tackling Stigma Journey Planner. Three of the Panel's members, including the Chair and Deputy Chair, were invited with the Chief Housing Officer to the parliamentary launch of the *Stop Social Housing Stigma* campaign, one of many highlights for the Panel this year.
- 6.86. The HRA launched the new Tenant Engagement Strategy, which has been developed in partnership with the Tenants Panel. The document has been considered, reviewed and endorsed by the Panel and HRA Governance Group. The strategy highlights the variety of ways tenants and leaseholders can get involved with decision making, holding the service to account and overall influence.
- 6.87. Key areas to note:
- We will continue to support our tenant panel and to this end have created a training programme through Tenants Participation Advisory Service (TPAS).
 - We are encouraging more tenants to become involved in decision making by offering a menu of engagement activities, from completing surveys to joining the tenant panel or engagement panel.
 - Our new engagement panel will ensure that we make data driven decisions around events and how we engage with our tenants.
 - We are promoting tenant surgeries using email prompts, which has increased attendance significantly.

Complaints

- 6.88. Complaint handling was still highlighted as an area of low satisfaction in the October 2024 TSMs; however, the satisfaction has improved over the previous 12 months by 7%.
- 6.89. Complaint trends analysis is presented to the Tenants Panel and the HRA Governance Group on a quarterly basis, this includes the number of complaints (Stage 1, Stage 2 and Ombudsman) received throughout the quarter, general causes, lessons learnt and any financial remedies.
- 6.90. Additional complaints training was provided to all officers and managers involved with housing complaints. This training was undertaken in Quarter 4; it included feedback from the tenants panel who had completed a Tenants Scrutiny throughout Quarter 3.
- 6.91. The Housing Ombudsman have a legal duty to monitor compliance with the Code of Practice (Housing Ombudsman), this is undertaken through the review of an organisations self-assessment against the Code. All social

housing landlords are required to comply with the Code in practice and policy, failure to do so can result in a Complaint Handling Failure Order (CHFO).

6.92. Key areas to notes:

- The service has been promoting how to make complaints through social media, in Housing Matters publications and on Big Door Knocks. This has resulted in many more complaints being received, and many more opportunities for the service to put things right for tenants.
- Whilst more stage 1 complaints are being received, there are proportionately fewer that are escalated to stage 2. More stage 1 complaints are being upheld, and financial remedies are being offered in accordance with the strategy.
- Senior managers have been checking responses for the correct language and empathy, ensuring that our correspondence is written in plain English.

Programmed inspection – Regulatory of Social Housing

- 6.93. An inspection of Medway Council's Landlord Services took place between June and September 2024. All four Consumer Standards were in the scope of the inspection.
- 6.94. Medway Council was the first local authority landlord in the South East to have a programmed inspection under the new regulatory inspection regime launched in April 2024.
- 6.95. The inspection consisted of contextual documentation, a scoping document, two-day site visit including observations of the Tenants Panel and HRA Governance Group and interviews with key senior management, officers and tenants.
- 6.96. An inspection project group was set up and met weekly throughout the process (and continues to meet monthly), working collaboratively to provide the RSH with over 300 pieces of evidence, create the contextual document and supporting presentation for the onsite inspection visit.
- 6.97. The Regulatory Judgement was published in November 2024, Medway Council were awarded at C2, the second highest grade out of four consumer grades.
- 6.98. The team had to create an improvement action plan specifically to address the service improvements identified as part of the inspection. This has enabled the on-going engagement to be reduced from monthly to quarterly as of April 2025.
- 6.99. The Tenants Panel and HRA Governance Group will monitor the RSH improvement action plan on a quarterly basis, with Corporate Management

Team reviewing on a bi-annual basis and Cabinet on an annual basis within this report moving forward.

RSH continuous improvement plan

6.100. The RSH continuous improvement plan as set out at Appendix 2 to the report, has been split into three key areas as noted below. Each area is monitored on a quarterly basis by the Tenants Panel and HRA Governance Group.

6.101. The update and monitoring will then be shared with the Regulator during the quarterly engagement meetings; this will provide assurance to the Regulator the HRA's commitment to on-going improvement and route to a C1 grade.

6.102. Key areas to note:

- On going improvement to landlord services which has positive outcomes for tenants and residents
- Positive engagement with the Regulator
- The Chief Housing Officer and Head of HRA Property & Development has presented to a number of organisations including Kent Housing Group, Heart of Medway's Board, Town & Country Housing Association and a Mears Group away day.

7. Risk management

7.1. Risk management is an integral part of good governance. The Council has a responsibility to identify and manage threats and risks to achieve its strategic objectives and enhance the value of services it provides to the community. Using the following table this section should therefore consider any significant risks arising from your report.

Risk	Description	Action to avoid or mitigate risk	Risk rating
Stock safety	The HRA Landlord Services fails to comply with regulatory safety requirements	Review how compliance remedial actions are monitored. Continue to undertake HHSRS assessments on every technical officer visit. Performance reporting to be discussed at monthly Housing Senior Management Team meeting.	BIII

Risk	Description	Action to avoid or mitigate risk	Risk rating
		<p>Quarterly updates to Tenant Panel and HRA Governance Group.</p> <p>Review compliance software packages with a view to moving away from spreadsheets.</p> <p>New specialist compliance contracts to start 1 September 2024.</p>	
Stock Condition	The HRA Landlord Service fails to complete the targeted of a minimum of 840 stock condition surveys per annum.	<p>Monthly reviews of completed surveys by the Portfolio Holder, AD Culture & Communities and Chief Housing Officer.</p> <p>Quarterly review of completed stock condition surveys to ensure programme is on target reported to the Tenants Panel & HRA Governance Group for further scrutiny.</p>	CII
ASB	Low satisfaction rate for TSM Perception survey and ASB case closure survey	Action plan created, to be fully implemented and monitored.	CIII
Tenant Satisfaction Measures	Reduced satisfaction rates for all TSM Tenant Perception (TP) Survey outcomes.	Continue to promote the participation with the TSMs via Housing Matters, Big Door Knocks (BDK) and social media promotion.	CII
Complaints	<p>Reduced satisfaction from TSM Perception Survey outcomes.</p> <p>Failure to comply with the Housing Ombudsman's Complaint Handling Code which can result</p>	<p>Action plan created and monitored.</p> <p>Continue to promote how to complain via Housing Matters, BDKs, social media and poster campaign.</p>	CII

Risk	Description	Action to avoid or mitigate risk	Risk rating
	in a Complaint Handling Failure Order.	Complaint handling survey for all complaints. Completion and publication of the Complaint Handling Code Annual Submissions Form within the prescribed timeframe.	
RSH continuous improvement plan	To review and monitor compliance with the RSH's approved continuous improvement plan.	Governance arrangements of the HRA do not comply with the Consumer Standards as set out by the RSH. On-going engagement with the Regulator.	CII

Likelihood	Impact:
A Very likely B Likely C Unlikely D Rare	I Catastrophic II Major III Moderate IV Minor

8. Consultation

- 8.1. No formal consultation has been undertaken in respect of this paper, however tenants representatives are present at the Tenants Panel and the HRA Governance Group that review the HRA's performance on a quarterly basis.

9. Climate change implications

- 9.1. [The Council declared a climate change emergency in April 2019](#) - item 1038D refers and has set a target for Medway to become carbon neutral by 2050.
- 9.2. All Housing Revenue Account (HRA) new build developments are built to a minimum of EPC B, with Phase 5 (Aburound House) having photovoltaic panels (PV) to support the communal area electrical use. Phase 5 (Lennoxwood) the individual houses (19) will have PV fitted to support the household's electrical consumption and reduce the cost of the annual electricity bill.
- 9.3. Under the Government's Social Housing Decarbonisation Fund (SHDF) Wave 1, the HRA are retrofitting 108 council homes using the "fabric first" method to support the climate change agenda.

- 9.4. Expanded property survey programme, to ensure that all council home have a valid stock condition survey within 5 years, this target is set for March 2027. These surveys are comprehensive reviews of the fixtures and fittings, life cycles which then influences the review and management of the HRA 30 Year Business Plan.

10. Financial implications

- 10.1. There are no direct finance implications arising from the recommendations in this report. All expenditure and income in relation to the HRA is funded from the HRA ringfenced budget.

11. Legal implications

- 11.1. Although there are no direct legal implications arising from this report, the new regulatory framework could have an impact going forward if the service requires to **self-refer** under the specific expectation: 2.6 Self-referral of the Transparency, Influence and Accountability Standard of the Consumer Standards.

Lead officer contact

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Appendices

Appendix 1: HRA annual performance 2024/25

Appendix 2: Regulator of Social Housing - Continuous Improvement Plan

Background papers

Consumer Standards - [Regulatory standards for landlords](#)