

Appendix 2

Regulator of Social Housing - Continuous Improvement Plan

Action Title	Due Date	Assigned To	Progress Bar
Knowing our properties	31-Mar-26	Adam Spokes	
An evidence based understanding of the condition of the homes that reliably informs the provision of good quality, well maintained and safe homes for tenants			

Title	Description	Lead Officer	Target/Milestone	Due Date	Latest Notes	Latest note Date
An evidence-based understanding of the condition of properties that reliably informs the provision of good quality, well maintained and safe homes for tenants	Complete a full stock condition survey [5-year valid]	HS	2024/25 - 1250	31/03/25		
			2025/26 -	31/03/26		
			2026/27	31/03/27		
	Resourcing SCS	AS				
	Implementation of Phase 2a - asset management	PF	Full implementation - 2a	31/03/25		
	Implementation of Phase 2b - planned maintenance	PF	Full implementation - 2b	31/12/25		
	Reduce the number of properties that fail to meet the Decent Homes Standard	AS	0%	31/03/25	Expected to be 5%	
			0%	31/03/26		
			0%	31/03/27		
	Develop reporting of repairs Works in Progress (WIP) - Governance*	AS	Q3 reporting	31/03/25	From Q3 reporting, WIP will be part of the performance information presented to tenants Members and senior officers	
	Reduction in over-due repairs	AS				
	Single document storage for compliance evidence	PF	Transfer to Information at Work.	31/07/25	Working with ICT to ensure smooth transition from current storage to Information at Work.	
	Procurement and implementation of True Compliance to support compliance workstreams moving from the current excel spreadsheet	HS/PF	Procurement of True Compliance via Framework	28/02/25		
			Implementation - system set up			
			Implementation - data checking			
			Implementation - testing			
			Implementation - dual systems			
			Implementation - complete	31/12/25		
	Undertake a programme of internal audits of existing compliance	HS	Monthly internal audits	31/12/25		
	Undertake an independent [external] audit of all compliance work streams	AS	Completion of an external health check for all compliance workstreams	31/01/26	Quote received from Pennington Choices - on hold. Audit to commence following migration to NEC and completed implementation of True Compliance	
	Develop reporting for remedial works - Governance*	AS	Provide opportunities for tenants, Member and senior officer scrutiny	31/03/25	From Q3 reporting, WIP will be part of the performance information presented to tenants Members and senior officers	
	No Access [waiver/non-engagement] working group* [split for gas/planned works]	RV/AS	Review of existing data related to no access			
			Set up of working group			
			Project plan			
			Implementation			
	CRM journey for damp & mould proactive calls	PF/LD	Draft CRM journey			
			Test CRM journey			
			Implementation of CRM			
	Reduction in outstanding damp & mould works					
	To improve the assistance and support for tenants requiring housing aids and adaptations	AS/AA	Review of current working practices	30/06/25		
			Structure review to incorporate service delivery	30/09/25		
			Implementation of transition to HRA Property Services	31/03/26		
	One Medway social value	AS				
	Annual independent review of the HRA Business Plan	RW	Workshop with tenants panel	Oct-25		
			Presentation to HRA Governance Group	Nov-25		
			Presentation to CMT	Dec-25		
			Cabinet	Jan-26		
	Electric safety certificates - 5 years domestic	AS		31/03/25		
			100%	31/03/26		

Action Title	Due Date	Assigned To	Progress Bar
Knowing our people	31-Mar-26	Rachel Valerio/Adam Spokes	
Provide opportunities for tenants to engage with and provide feedback on the safety of their homes and services received from their landlord. 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			

Improving tenants opportunities to engage and provide feedback	Implementation of a planned works communication plan	AS				
	Appointment of new Tenant Panel opportunities	RV				
	Appointment of new Tenant Champion for repairs & gas contract	RV/AS				
	Improvement of survey response [uptake] for all contracts and	AS				
	Completion and publication of Tenant Engagement Strategy	RV				
ASB improvement plan	Creation of an Events Group - led by members of the Tenants Panel	RV				
	Monthly review of ASB improvement plan	RV	Head of Tenant Services reviews	monthly	Updates where required with narrative	
	Procure an ASB case management solution - review of current					
	Housing ICT Change Board - application of preferred provider					
	Implementation programme of preferred provider - REACT [including engagement with Tenants Panel]					
	Testing of preferred partner - REACT					
	Go-Live - REACT					
Complaints	Recording of Hate Crimes seperately within ASB recording		Providing breakdown of ASB cases to reflect the number of Hate incidents	30/09/24	Hate incidents are now recorded seperately and provided as part of the quarterly performance indicators for HRA Governance Group/Tenants Panel	
	Support the Tenant Panel to scrutinise the landlords handling of complaints	RV				
	Presentation of the Tenant Panels report and recommendations following the complaints scrutiny					
	Publication of report, recommendation and next steps					

Action Title	Due Date	Assigned To	Progress Bar
Knowing our people	31-Mar-27	Rachel Valerio	
Increasing the opportunities and ways that tenants can contact us, ensure that we understand their diverse needs, showing fairness and respect and that this information influences and shapes the delivery of			

To set out the details of tenancies or terms of occupation which are compatible with the purpose of the accommodation needs of the household, and understand the households needs which in turn can support and drive the direction of the landlord services	Big Dook Knock - programme	RV				
	Tenancy audit programme	RV	Review of high risk tenancies	30/11/24		
			Creation of audit questions	30/11/24		
			Creation of audit programme	31/01/25		
			Commencement of audits	01/04/25		
			Completion of audits	31/03/27		
	Cleansing of existing data	PF	Cleansing of existing NEC tenancy data			
	Use of data to influence landlord service provision	RV	Creation of a Data and Insight Team	01/04/25		

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Knowing our properties	31-Mar-26	Adam Spokes	
An evidence based understanding of the condition of the homes that reliably informs the provision of good quality, well maintained and safe homes for tenants			

Title	Description	Target/Milestone	Due Date	Latest Notes - Q1 2025/26
An evidence-based understanding of the condition of	Complete a full stock condition survey [5-year valid]	2024/25 - 1250	31/03/25	998 were completed in 2024/25
		2025/26 - 1200	31/03/26	As of 23/06/2025 - 276 have been completed
		2026/27 - 1200	31/03/27	
	Resourcing SCS	Completion of SCS target per Annum	31/03/26	Adequate resources in place with 2 x HRA Stock Condition Surveyors in post. Additional financial allocation has been secured this year to support any requirement for extra support - earmarked £20k with quarterly budgetary reviews.
	Implementation of Phase 2a - asset management	Full implementation - 2a	31/03/2025 30/09/2025	This has not been completed to target, following a requirement to complete an upgrade to the system earlier than programmed and the actual time required to implement phase 2a this will now be completed by the end of Q2.
	Implementation of Phase 2b - planned maintenance	Full implementation - 2b	31/12/25	Following an ICT review and risk assessment phase 2b will no longer be implemented.
	Reduce the number of properties that fail to meet the Decent Homes Standard	95%	31/03/25	95% decency achieved for 2024/25
		100%	31/03/26	
		100%	31/03/27	
	Develop reporting of repairs Works in Progress (WIP) - Governance*	Q3 reporting	31/03/25	Completed - Repairs WIP features in the quarterly performance report
	Reduction in over-due repairs	Ongoing	Ongoing	Repairs WIP is reported montly, discussed with Mears at quarterly strategic core group, Tenants Panel and HRA Governance Group
	Single document storage for compliance evidence	Transfer to Information at Work.	31/07/25	There is a large scale data mapping activity that needs to take place to securely map all the documents that are currently in IDOX to the new document management system, NEC DM (previously called Information at Work). There are clear risks associated with this activity and as such needs to sit with the same resource that is currently leading on the Assets implementation. Due to the significant priority of the assets project, we have had to put this on hold until that is implemented. (due mid-August) However in the meantime I am making progress with a data loading aspect of that project that was also previously a blocker to us switching the old system off. This component has now been signed off by our change board and I will be loading this into live during July.
	Procurement and implementation of True Compliance to support compliance workstreams moving from the current excel spreadsheet	Procurement of True Compliance via Framework	28/02/25	Completed on time.
		Implementation - system set up	31/07/25	
		Implementation - data checking	30/08/25	
		Implementation - testing	30/09/25	
		Implementation - dual systems	31/10/25	
		Implementation - complete	31/12/25	
	Undertake a programme of internal audits of existing compliancy tracker	Monthly internal audits	31/12/25	Completion of 3 monthly internal audits
	Undertake an independent [external] audit of all compliance work streams	Completion of an external health check for all compliance workstreams	31/03/26	To arranged on completion of True Compliance implementation - expected Q4 2025/26

properties that reliably informs the provision of good quality, well maintained and safe homes for tenants	Develop reporting for remedial works - Governance*	Provide opportunities for tenants, Member and senior officer scrutiny	31/03/25	Completed - Remedials features in the quarterly performance report
	No Access [waiver/non-engagement] working group* [split for gas/planned works]	Review of existing data related to no access	06.06.2025	Completed - a meeting was held to reconcile the data held between the property services and tenant services team. Data and Insight manager now has full access to the raw data and can work on a data definition to ensure there is integrity around reporting.
		Set up of working group	11.07.2025	
		Project plan	29.08.2025	
		Implementation	31.10.2025	
	CRM journey for damp & mould proactive calls			- We now have a CRM /CSM workflow that we can use to manage and monitor the three call procedure end to end in one of our test systems -The workflow works through the three attempts, the telephone survey with the tenant, an inspection, and the documentation of outcomes from that inspection -Tenant vulnerability checks are recorded in a reportable way, as are the source of the case (big door knock, stock condition survey etc), reasons for not carrying out a survey, or tenant refusal through to the outcomes of the inspection -All events are viewable in a single screen view with targets and completion dates -All current and historic damp and mould cases will be viewable from within the property record which will give a detailed history that can be used for disrepair claims -Staff and managers can view case and event lists from within NEC removing the need to manage this through spreadsheets - Next steps include the test design and build of a responsive CRM for damp and mould, and full end to end testing of both
		Draft CRM journey		
		Test CRM journey		
		Implementation of CRM		
	Reduction in outstanding damp & mould works	Ongoing	Ongoing	Repairs in WIP (inc. damp & mould) reported monthly, discussed with Mears at quarterly strategic core group and HRA Governance Group
	To improve the assistance and support for tenants requiring housing aids and adaptations	Review of current working practices	30/06/25	This has slipped due to corporate priorities - transformation will commence July 2025 with expected completion 30/09/25. Transition to HRA still on target.
		Structure review to incorporate service delivery	30/10/25	Target date amended due to point 41
		Implementation of transition to HRA Property Services	31/03/26	
	One Medway social value	Ongoing	Ongoing	Projects are being delivered.
	Annual independent review of the HRA Business Plan	Workshop with tenants panel - mid-year	Jul-25	Workshop booked with Savills, Tenants Panel & Portfolio Holder for 24 July 2025
		Workshop with tenants panel - full year	Oct-25	To be booked
		Presentation to HRA Governance Group	Nov-25	
		Presentation to CMT	Dec-25	
		Cabinet	Jan-26	
	Electric safety certificates - 5 years domestic	100%	31/03/25	
		100%	31/03/26	

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Improving tenants opportunities to engage and provide feedback	Implementation of a planned works communication plan		31/12/25	First draft is with RV to review so tenancy info can also be added
	Appointment of new Tenant Panel opportunities	Identify projects and training for the panel	31/10/25	A draft training plan has been submitted through bite sized TPAS courses. Budget approval has been agreed.
	Appointment of new Tenant Champion for repairs & gas contract		31/07/25	Panel Chair invited to Gas meetings
	Improvement of survey response [uptake] for all contracts and contractors it ensure up to date tenant satisfaction surveys		10/01/25	AS to discuss with contactors during Yr 1 lessons learned meetings
	Completion and publication of Tenant Engagement Strategy	Signed off by Governance Group. Signed off by SMT Published on website	25/07/25	Strategy has been approved but there are a few accessibility issues to be resolved before it can be published to the website. Hopefully these will be resolved shortly.
	Creation of an Events Group - led by members of the Tenants Panel	Terms of Reference agreed Proposal form to be created and tested Create working group Set up and run panel events	31/12/25	Terms of Reference drafted, proposal form drafted and about to be tested. Working group established. Next step is to identify tenants to involve. Working through BDK completion where tenants have registered interest in engagement.
ASB improvement plan	Monthly review of ASB improvement plan	Work through improvements as identified on the ASB improvement plan	31/03/25	Monthly reviews are scheduled for the year and take place with the HoTS, operations manager and tenancy manager.
	Procure an ASB case management solution - review of current available ICT solutions	Consider existing council ICT systems if fit for purpose. Scope market for ICT solutions	27/06/25	Complete - no existing ICT solutions available within the council. Had demos from 3 case management providers. Recommendation put forward and approved on ICT change board to procure REACT.
	Housing ICT Change Board - application of preferred provider	Discuss implications with corporate IT Discuss process with procurement and obtain approval Finalise terms with REACT case management solutions	04/07/25	Corporate ICT and procurement regularly liaising to ensure smooth transition. Agreement with REACT to implement as soon as possible, subject to internal milestones being hit. Currently looking to extend the contract for the ASB app rather than start the process from scratch.
	Implementation programme of preferred provider - REACT [including engagement with Tenants Panel]	Implementation	26/09/25	We have been working through the ICT and DPIA requirements and are now at a position to submit a contract variation request to legal. We have also held our first kick off meeting with them and have agreed that as soon as the contract side of it is in place we will commence weekly meetings to work through the implementation and set up
	Testing of preferred partner - REACT	Testing	31/10/25	
	Go-Live - REACT	Go-Live	28/11/25	
	Recording of Hate Crimes separately within ASB recording	Publish separate reporting statistics for hate crime to governance group.	07/04/25	Complete - separate hate crime cases are now published quarterly and cumulatively
Complaints	Support the Tenant Panel to scrutinise the landlords handling of complaints	Workshop to facilitate scrutiny of policies and practices	31/12/24	Complete - workshop held in September 24
	Presentation of the Tenant Panels report and recommendations following the complaints scrutiny	Report to be shared with HRA governance group	25/07/25	Report and self assessment included in the papers for next governance group on 18.07.25
	Publication of report, recommendation and next steps	Scrutiny report and self-assessment completion and publication	22/08/25	Report and self-assessment have been sent to HRA Governance panel for comment before publication

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Increasing the opportunism and ways that tenants can contact us, ensure that we understand their diverse needs, showing fairness and respect and that this information influences and shapes the delivery of			

Title	Description	Target/Milestone	Due Date	Latest Notes
To set out the details of tenancies or terms of occupation which are compatible with the purpose of the accommodation needs of the household, and understand the households needs which in turn can support and drive the direction of the landlord services	Big Dook Knock - programme	Completion of a minimum of 11 BDK	31/03/26	On target, events planned for the reporting year in advance.
	Tenancy audit programme	Review of high risk tenancies	30/11/24	Only 11 remain incomplete, each with their own action plan. Will continue to provide updated progress against this figure.
		Creation of audit questions	30/11/24	Complete - questions have been tested and tweaked further following feedback from the team.
		Creation of audit programme	31/01/25	Complete - events are booked every Thursday for the team as a whole. Geographical areas are determined in advance which gives opportunity to check vulnerability status. Ad-hoc audits are also carried out where referrals are made by property services team.
		Commencement of audits	01/04/25	Complete - the programme has now been launched with the target of 100 completions per calendar month.
		Completion of audits	31/03/27	
	Cleansing of existing data	Cleansing of existing NEC tenancy data	31/03/25	The legacy data cleaning is complete. Work is continuing on activities to ensure that all new data is captured and appropriately acted upon
	Use of data to influence landlord service provision	Creation of a Data and Insight Team	01/04/25	Complete - ICT, Systems and Data team went live on 1st April 2025.