Service Improvement Plan (post Inspection)

To deliver agreed actions arising from self-assessment, the recommendations following mock inspection and findings of the June 2025 Regulatory Inspection.
Housing Improvement Group
Housing Leadership Board

Service area	Action	Purpose of action (benefit to service) - Primary	Purpose of action (benefit to service) - Secondary	Supporting service	Delivered by date	Links to other projects (hyperlink to be established)	Update: October 2025	Complete?	Further action
Asset Management	Review and develop an HRA Asset Management Strategy for 2026 onwards, include feedback from tenants and stakeholders	Regulatory requirement	Governance and oversight	Finance	31/03/26	HRA 30-year Business Plan Review			
Asset Management	Asset Management Team Review: deliver the outcomes of the review	improved performance	cost savings	External Consultancy	01/09/26				
Asset Management	Brief Housing Leadership Board on the current refusals/exclusions in Asset and the proposal of refusals will be managed going forward.	Regulatory requirement	Governance and oversight	N/A	31/07/2025		Refusals are currently revisited every 2-3 years, or when a property becomes void. WB - 17/10/25	Y	
Asset Management	Data Interrogation Project – appoint consultants to interrogate other sources of housing data to identify component replacements, installs and health & safety activity in properties during day to day and void works over the last 10+ years.	improving data	cost savings	PMO	31/12/25	MRI Asset	Feedback session with Altair which presented the findings of the first phase on 30th September.	further action identified	- Project group to agree the data assumptions made to allow for the data to be loaded into Asset Test - Process mapping required to map out how the service will undertake regular data triangulation exercises.
Asset Management	Develop proposal for Cabinet decision on delivery of a 5-year cyclical stock condition survey process via an external consultant – undertake market testing, develop specification and scope (potential use of Procurement Framework)	Regulatory requirement	Governance and oversight	N/A	31/07/2025		This proposal has been approved by Cabinet. A market-engagement event has taken place and project brief under development. Target for issue of tender is November 2025, and start of surveys April 2026. WB - 17/10/25	Y	
Asset Management	Ensure planned works and cyclical programme spreadsheets are using a PRN/UPRN against every property.	reduced risk	streamlined process	N/A	31/03/26				
Asset Management	Ensure we can produce an accurate dashboard of Decent Homes via the MRI reporting framework to replace current manual process.	Regulatory requirement	reduced risk	ICT	31/03/26	MRI Asset			
Asset Management	Produce and implement a "specification for asset information" to standardise asset information received from all contractors replacing asset components	streamlined process	staff time savings	ICT	30/11/25	MRI Asset			
Asset Management	Provide training and confirm process for Void and Responsive Repair Surveyors to undertake stock condition surveys whilst undertaking void and day-to-day repairs.	cost savings	streamlined process	N/A	31/03/26	MRI Asset			
Asset Management	Trial the agreed specification for asset data in new builds on the Aylesborough Close development with the Development Team.	staff time savings	streamlined process	ICT	31/03/26	?			
Asset Management	Strengthen contract management by developing and agreeing KPIs with contractors, setting clear standards of service within planned works, cyclical maintenance, and responsive repairs contracts, and ensuring contractor systems are integrated with CCC systems to enable real-time performance monitoring and transparent reporting.	streamlined process	improved performance	Procurement	01/04/26	Repairs & Maintenance Procurement Framework	Repairs and Planned maintenance approach to procurement The framework for the procurement of robust and compliant delivery partners has been mapped out. The programme of procurements can be found here.	further action identified	Deliver the procurement framework for each component of the repairs and planned maintenance service - under a phased approach.
Housing Operations	Deliver the 'Tenant Satisfaction Measures Action Plan' actions in relation to repairs, compliance and planned maintenance services, and pick up any further actions from the 2024/25 Survey.				31/03/26		This needs to be focused on going forwards as this hasn't been a priority with the inspection live, but needs to be high priority now we are in the last months ahead of the next survey in Feb/Mar 26.	further action identified	Suggested areas of focus on 5 key TSM's to improve satisaction; suggested 'Tenant Pledges' - key deliverables around communication, transparency and engagement - to be discussed at next Improvement Plan Group meeting in December.
Housing Operations	Agree the disrepair process; how disrepair cases will be recorded and how performance will be measured, as per the requirements of the Regulator	reduced risk	Governance and oversight		01/07/26				
Housing Operations	Produce a Repairs and Planned Maintenance Policy, including information on tenants' rights and responsibilities, in partnership with tenants, and publish on the Housing webpages	reduced risk	Improve customer satisfaction	IPSC Team	31/08/25	Tenant Satisfaction Measures Action Plan	Delayed - to be picked up and finalised once PDA post appointed to.	N	Policy & Data Analyst to support Operations Team in finalising this Policy - post now appointed, awaiting start date
Property Compliance & Risk Assurance	Damp, Condensation & Mould Project - review current processes and develop procedures for accurate logging and reporting of DCM cases within Awaab's Law timescales	Regulatory requirement	streamlined process	PMO	30/10/2025	DCM Process review	Interim solution in place that allows for the management and reportingof DCM cases. Reporting will be taken to HAB on a quarterly basis and KPI's incorporated into the Performance Management Framework for Cabinet.	Y	

Housing Improvement Plan - Nov 2025 update - HAB version

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Property Compliance & Risk Assurance	Deliver the agreed programme of MRI Asset module installs in partnership with MRI. Agreed the priority list to be:	Regulatory requirement	reduced risk	ICT	28/02/2026	MRI Projects as at Nov25	The programme of MRI Projects as at 01/4/25 has been provided containing the detailed timetables for each module

It has been established that MRI might not be the 1 stop solution for asset information. However alternative systems that have been explored do have an open API to report into MRI going forwards. | further action identified | SafetyCulture platform will hold risk assessments and outstanding actions for all areas of compliance, linking automatically each night to Enterprise. |
Property Compliance & Risk Assurance	(1) Servicing	Regulatory requirement	reduced risk	ICT	01/04/26	MRI Asset	.Gas Compliance- LGSR is currently being managed on a standalone database via excel. Whilst this is not ideal CCC does have an audit and reconciliation method that provides a reasonable level of assurance. The planned intention is transfer to a digital platform in the near future.		Implementation of the MRI Asset Servicing modules
Property Compliance & Risk Assurance	(2) Asbestos	Regulatory requirement	reduced risk	ICT	01/04/26	MRI Asset	Assessment and suitability checks have been completed on the online TEAMS platform. The outcome of that was that the system would be fit for purpose and answers all legislative requirements. A waiver has been completed and circulation has begun to the required stakeholders to get sign off for implementation	further action identified	Implementation of an asbestos compliance solution (TEAMS)
Property Compliance & Risk Assurance	(3) DCM	Regulatory requirement	reduced risk	ICT	30/06/26	MRI Asset	DCM project to identify a a software solution for the management of DCM	further action identified	
Property Compliance & Risk Assurance	Then schedule:
(4) electrical safety testing (Inc. fire alarms)	Regulatory requirement	reduced risk	ICT	31/03/27	MRI Asset	Life Safety Systems -Fire Alarm, Emergency Lighting, Dry Riser systems are currently being managed on a standalone database via excel. Whilst this is not ideal CCC does have an audit and reconciliation method that provides a reasonable level of assurance.		
Property Compliance & Risk Assurance	(5) Lift servicing	Regulatory requirement	reduced risk	ICT	31/03/27	MRI Asset	Communal Lift Servicing-LOLER is currently being managed on a standalone database via excel. Whilst this is not ideal CCC does have an audit and reconciliation method that provides a reasonable level of assurance.		
Property Compliance & Risk Assurance	(6) EICR's	Regulatory requirement	reduced risk	ICT	31/03/27	MRI Asset	Electrical Compliance-EICR is currently being managed on a standalone database via excel. Whilst this is not ideal CCC does have an audit and reconciliation method that provides a reasonable level of assurance.		
Property Compliance & Risk Assurance	(7) Water hygiene	Regulatory requirement	reduced risk	ICT	31/03/27		Water Hygiene Management and Compliance-Legionella is currently being managed on a standalone database via excel. Whilst this is not ideal CCC does have an audit and reconciliation method that provides a reasonable level of assurance.		
Property Compliance & Risk Assurance	(8) Detectors	reduced risk	streamlined process	ICT	31/03/27	MRI Asset	The process of domestic smoke and CO2 alarms is fragmented and detatched from both the electrical contract and the gas contract.		
Property Compliance & Risk Assurance	Agree the requirements of the quarterly report to Manco Board of Directors on Compliance, including when certification is to be shared with CCC.	Governance and oversight	streamlined process	N/A	21/12/2025		Manco report to be presented to HLB in next meeting, once signed off this will be embedded.	further action identified	Sign off Manco Reporting process
Property Compliance & Risk Assurance	Check process for gas capping and the follow up procedures are in place and being adhered to. Update HLB	Regulatory requirement	reduced risk	N/A	31/12/2025		The Gas capping process is in place and both the contractor and CCC have good processes and data capture techniques. If there is a shortfall on the process it's the management of vulnerable residents athat have had their gas capped. Compliance are working with housing teams to ensure that this area is improved. Process mapping to be strengthened.	further action identified	Create the gas capping/vulnerable tenants processes.
Property Compliance & Risk Assurance	Smoke/Heat/CO detector records - Check servicing schedules for accuracy following quarterly stock reconciliation	reduced risk	streamlined process	IPSC Team	31/07/25		Servicing Data and Scheduling appears weak. Compliance team are undertaking an asset log database that will ensure that this is accurate going forward.	further action identified	New Asset Attribute Log to be created. Refresh the data set that we have for detectors data. Its estimated this process will take 90 days

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Property Compliance & Risk Assurance	Compliance Team to arrange for and confirm receipt of, compliance certification for freehold blocks managed by management companies.	reduced risk	streamlined process	N/A	31/10/25		Work needs to be strengthed to understand our supplier framework and the skillsets that they have, and how they align with the required accreditation to complete the tasks.	further action identified	Supplier Framework to be created.
Property Compliance & Risk Assurance	Confirm location and accessibility of Asbestos register – share communications and any necessary training for key officers requiring knowledge and/or access to register	Regulatory requirement	streamlined process	N/A	28/02/2026	MRI Asset	The new asbestos register is being built and sanitised now. This will provide a reliable and accurate database for CCC to maintain in the future.	further action identified	
Property Compliance & Risk Assurance	Confirm sets of data where we have key reliance on our external contractors. Produce a procedure for the regular sharing of compliance datasets and develop a process for reconciliation of compliance data.	Regulatory requirement	streamlined process	N/A	31/07/25		As part of Altair project; will be addressed as part of the MRI 2025/26 solution in terms of data ownership and management	further action identified	
Property Compliance & Risk Assurance	Develop a cyclical audit schedule across key areas of compliance	Regulatory requirement	reduced risk	Audit	30/09/25	MRI Asset	Audit and Governance needs to be strengthened. The key issue is that the data sets within compliance are not consistent and accurate. Emphasis will be put into building an accurate data base that can then be audited and governed in line with legislation.	further action identified	Create Governance and Audit reporting criteria.
Property Compliance & Risk Assurance	Develop a Policy Statement on our approach to Health & Safety, including policies for each area of Compliance – our approach and the standard of service tenants can expect.	Regulatory requirement	Governance and oversight	IPSC Team	31/08/25		This will be created in line with the big 6 policy creation.	further action identified	A whole new policy suite needs to be created to the big 6 , BSA and the compliance approach to management. These policies once created will require management committee or board approval. Realistically a complete policy set will take 6 months to achieve and embed.
Property Compliance & Risk Assurance	Develop reporting mechanisms (following feedback from Members and audit recommendations) to include resolutions of remedial actions across all areas of compliance	Regulatory requirement	Governance and oversight		30/09/2025	MRI Asset	New reporting format has been agreed and presented to HLB. This will be the new format going forwards.	Y	
Property Compliance & Risk Assurance	Fire Risk Management Strategy to be updated	Regulatory requirement	reduced risk	External Consultancy	31/08/25			N	Create Fire Management Strategy - link to Corporate H&S
Property Compliance & Risk Assurance	Health& Safety/Compliance Management Review: deliver the outcomes of the review	improved performance	streamlined process	External Consultancy	31/12/25				
City Homes	Undertake ASB, hate incidents and domestic abuse reporting for HRA properties to the Cabinet Member for Housing	Regulatory requirement	Governance and oversight		31/12/25				
City Homes	Work with the Cabinet Lead for Housing, Cabinet and Scrutiny to ensure appropriate oversight on strategy, risk and performance	Regulatory requirement	Governance and oversight	Finance	30/06/2025	Performance Management Framework (Corporate) HRA 30-year Business Plan Review	Performance went to HAB in October for Q1 and Scrutiny Chair and VC present. Q2 will go to HAB and Cabinet in December. Housing Risks is going to HAB in December	Y	
City Homes	CORE lettings data - explore data upload of CORE data into Enterprise	improving data		ICT	31/03/26		still to be actioned		
City Homes	Develop a mechanism for reporting against the Tenancy Standard, to HLB and HAB/Cabinet as appropriate, considering allocations & lettings (CORE data), sustainment, the use of LLP's direct lets, MEX's and adapted properties. Show evidence that legislation is being met.	Regulatory requirement	Governance and oversight	N/A	31/03/26		No progress made on this yet, focus has been on other priorities.		
City Homes	Develop a hate crime/incident policy for CCC's housing service properties through a standalone policy or inclusion in the Anti-Social Behaviour Policy. Ensure that there is a policy/framework in place for how the CCC housing service will respond to reports of domestic abuse from CCC tenants and households.	streamlined process	reduced risk	IPSC Team	31/12/25				
City Homes	Develop a Tenant Data Strategy: consider use across services, impact on service delivery, data protection, equal accessibility to services and service outcomes for tenants.	Governance and oversight	improving data	IPSC Team	30/09/26	Tenancy Management data review Corporate Data Strategy (IPSC Team)	is this a task for Keryn? If not, who?		
City Homes	Housing Enterprise: Tenancy Management data review: identify how tenant demographic and tenancy management information is stored, updated and checked for accuracy across housing services. Identify areas of weakness. Develop processes for improving accuracy of tenant data within Enterprise.	Regulatory requirement	improving data	PMO	30/06/26		Proposal to be raised with PMO for resource to deliver		
Impact, Performance & Strategic Change	Agree a process, a timetable and the primary content for sharing key housing, Health & Safety and compliance performance with Stakeholders, including Cabinet	Regulatory requirement	Governance and oversight	IPSC Team	30/04/2025	Performance Management Framework (Corporate)	current reporting template in place, will need to feed into PMF, once established	Y	
Impact, Performance & Strategic Change	Undertake audit of current corporate complaints system to ensure it is robust enough to report to the requirements of the Housing Ombudsman. Identify improvements within the system for reporting on Housing complaints to Cabinet and the Regulator.	Regulatory requirement	Governance and oversight	IPSC Team	30/09/2025		agreed way forward for capturing relevant cases for TSM return; ensure TSM return data is captured in Annual Report going forward to ensure consistently	Y	

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Impact, Performance & Strategic Change	Complaints response times: review current procedures across Operations to ensure complaints are being responded to promptly. Make recommendations for any process improvements and deliver	Improve customer satisfaction	streamlined process	IPSC Team	31/03/26		Complaints reporting and current internal processes of dealing with complaints in Housing to be picked up following appointment of Temporary Policy & Data Analyst	further action identified	Appoint to Policy & Data Analyst (Housing) maternity cover
Impact, Performance & Strategic Change	Review out of date polices and ensure all key polices are in place and socialised	Regulatory requirement	Governance and oversight	IPSC Team	31/03/26		Temporary role being advertised to evaluate and configure an updated suite of Policies across Tenancy Management / Supported Housing / Operations?	further action identified	Agree the scope of services to be supported by P&P Officers
Impact, Performance & Strategic Change	Set up a project team to maintain oversight of housing-related web content.	Improve customer satisfaction	reduced risk	Web Team	30/09/2025		Invite sent to Managers to identify responsible Officers within teams. Qtrly meetings added to diaries.	Y	
Public Safety	Clarify process and develop procedures for how ASB cases are allocated between City Homes and Public Safety	streamlined process	Improve customer satisfaction	N/A	30/11/25				
Public Safety	Develop a mechanism for sharing information with staff on what services across the Council are delivered to tenants, outside of Housing (Community Safety, Standards, Streets & Open Spaces etc)	Governance and oversight	streamlined process	IPSC Team	31/03/26	check PMO schedule for possible links to other projects	Ideas for this to be considered as part of Webpages Review Group		Web Management Group in place; to be added to the agenda
Resident Involvement	Allocate the Executive Member for Housing as the Member responsible for complaints under the current structure at CCC. Ensure this information is clearly communicated to all staff in the housing service.	Regulatory requirement	Governance and oversight		30/06/2025		This has been formally logged.	Y	Need to provide Cllr Bird with quarterly complaint information for review and then final
Resident Involvement	Deliver a series of pop-up service community workshops; ensuring service managers are engaging with residents on the ground	Improve customer satisfaction	capturing feedback	N/A	01/09/26				
Resident Involvement	Develop the Housing Board, to ensure the tenants' voice is represented at the highest level and providing advice and input to Cabinet, alongside Members and independent experts	Governance and oversight	capturing feedback	N/A	30/06/25		This is ongoing, October's meeting itself was good but the administration leading up to it and ensuring papers were published and sent out to Tenant and Leaseholder Reps and Members was not great.	further action identified	Set schedule for the sharing of meeting papers and publicise
Resident Involvement	Develop the scope of engagement opportunities. demonstrate outcomes of tenant engagement activities and how they have influenced strategies, policies and decision making within a reporting framework	Improve customer satisfaction	capturing feedback		31/12/25		Initial mapping of engagement channels and activities completed.		
Resident Involvement	Ensure the tenant engagement strategy is reviewed within the timeframe identified and tenants are engaged in that review.	Improve customer satisfaction	capturing feedback	N/A	31/03/26		Objectives and actions co-developed with the tenant and leaseholder representatives. Presented to Oct Housing Advisory Board.		
Resident Involvement	Undertake a tenant census, and utilise other sources to obtain further data if required (Census etc)	improving data	Improve customer satisfaction	PMO	31/03/26		Initial round of procurement failed, and have since rethought the best approach to undertake this data project.	further action identified	
Resident Involvement	Deliver the 'Tenant Satisfaction Measures Action Plan' actions in relation to repairs, compliance and planned maintenance services, and pick up any further actions from the 2024/25 Survey.	Improve customer satisfaction	improved performance		31/03/26		This needs to be focused on going forwards as this hasn't been a priority with the inspection live, but needs to be high priority now we are in the last months ahead of the next survey in Feb/Mar 26.	further action identified	Suggested areas of focus on 5 key TSM's to improve satisaction; suggested 'Tenant Pledges' - key deliverables around communication, transparency and engagement - to be discussed at next Improvement Plan Group meeting in December.