

Brighton & Hove City Council

Cabinet

Agenda Item 209

Subject: Housing Safety and Quality Compliance Update

Date of meeting: 15th May 2025

Report of: Cabinet Member for Housing & New Homes

Lead Officer: Name: Corporate Director for Homes & Adult Social Care

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Ward(s) affected: Wards

Key Decision: No

For general release

1. Purpose of the report and policy context

- 1.1 This report provides a six-month update on our housing safety and quality compliance progress following the Regulator of Social Housing's (RSH) regulatory judgement of August 2024. It forms part of our quarterly reporting cycle to Cabinet and Scrutiny and responds to enhanced consumer regulation requirements introduced in April 2024.
- 1.2 This report follows previous Housing, Health & Safety Update reports considered by the Housing and New Homes Committee in June 2023, September 2023, January 2024 and March 2024, by Cabinet in June 2024 and September 2024, and by Place Overview & Scrutiny Committee (with People O&S members in attendance) in September 2024 and January 2025.
- 1.3 A feature of this report is a new comprehensive root cause analysis, which explores the underlying reasons for previous compliance failures and systemic challenges, to inform a sustainable improvement plan.
- 1.4 The root cause analysis is intended as a platform for organisational learning, culture change, and shared ownership. It is not only a technical submission to regulators - it is a reflective account for residents, staff, and elected members of how the council got here, our learning and how we will move forward.
- 1.5 This report aligns with the outcomes in the Council Plan (2023 to 2027) of Homes for Everyone, and A responsive Council with Well-Run Services.

2. Recommendations

- 2.1 That Cabinet note and comment on the progress made in addressing the issues identified by the Regulator of Social Housing.
- 2.2 That Cabinet note and comment on the findings of the root cause analysis.
- 2.3 That Cabinet note and comment on the next phase of co-producing a service-wide improvement plan.

3. Context and background information

C3 Regulatory Judgement

- 3.1 Brighton & Hove City Council has faced significant challenges in maintaining compliance with housing safety and quality standards. These challenges were highlighted in the Regulatory Judgement issued by the Regulator of Social Housing (RSH) on 9 August 2024 to confirm a consumer grading of C3. The judgement identified serious failings in the council's performance against the Safety and Quality Standard, including a backlog of routine repairs, which were in line with the enhanced consumer regulation introduced post-Grenfell in April 2024.
- 3.2 Since the judgement, the council has entered a period of intensive engagement with the RSH. This includes monthly monitoring meetings and structured updates on the delivery of our health & safety compliance programme and repairs recovery plan. Updates are provided to Cabinet and Place Overview & Scrutiny Committee to ensure ongoing oversight and accountability.
- 3.3 As part of our formal response to the RSH judgement, the council has undertaken a comprehensive root cause analysis. This work supports our improvement planning and is intended to ensure that the drivers of and learning from non-compliance are fully understood and addressed. Further detail on the root cause analysis, including key findings and how it informs our long-term improvement programme, is set out in Section 4 and Appendix B of this report.

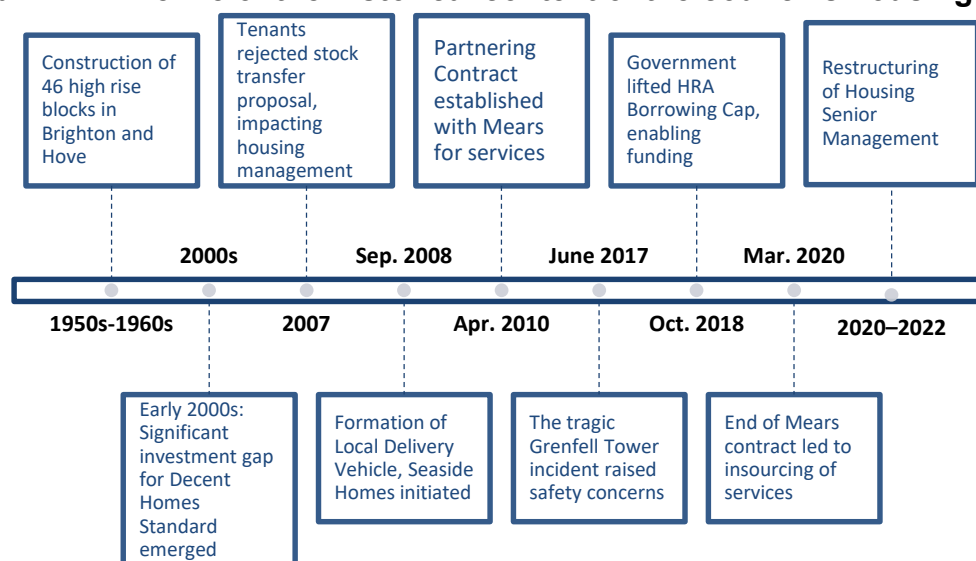
The historical context of the council's housing stock

- 3.4 The council's social landlord duties cover 12,145 rented properties and 2,210 leasehold properties (January 2025). This includes 46 high-rise blocks, of which eight are Large Panel System (LPS) buildings. These LPS blocks, constructed primarily in the 1950s and 60s, do not currently meet modern safety standards. In response, the council has put in immediate safety measures and is considering long-term solutions such as refurbishment or regeneration. Engagement with residents to discuss safety measures and future plans for these blocks is ongoing.
- 3.5 Flats and maisonettes represent 65 percent of the council's rented homes (including Seaside Homes). These building types typically require more intensive compliance activity, particularly in relation to fire, water, electrical,

lift, asbestos and structural safety in shared or communal areas. The remaining 35 percent of the stock consists of houses and bungalows, which present fewer compliance challenges. The council also retains freehold responsibility for more than 2,000 leasehold properties located within blocks of flats, further increasing the proportion of homes where additional compliance duties apply.

- 3.6 Much of the current housing stock was developed during periods of high demand and less stringent regulation. 62% of council rented homes were built before 1966, with 23% built before 1946 (figures include Seaside Homes) Over time, budget constraints have contributed to a historic underinvestment in planned maintenance, improvements and long-term asset resilience. This has left the council owning and managing a significant number of ageing properties that were not designed or maintained to meet current health and safety regulations or quality and sustainability standards.
- 3.7 Further details on the historical context, including policy and investment context and decisions over the past several decades, are set out in Appendix B (paragraphs 2 to 13) and summarised in the diagram below.

Diagram 1: Timeline of the historical context of the council's housing stock



The current context of the council's approach to improving the quality of housing stock and experience of residents

- 3.8 The council has made several structural and organisational changes over the past two years to create the conditions for sustained improvement. These include the adoption of a new Council Plan in July 2023, which placed housing at the heart of the city's priorities; the move to a Cabinet governance model in May 2024 to enable more joined up decision making, and a senior leadership redesign in January 2025 that introduced new Corporate Director and Director-level roles focused on improving and increasing homes and ensuring compliance. The organisational redesign supports a more stable, accountable, and connected organisation capable of building a learning culture, embedding consistent governance, and sustaining long-term progress.

- 3.9 The council's commitment to addressing these issues is reflected in the development of the "Creating Great Homes Together" programme, which brings together multiple improvement plans into a single, coordinated programme of activity by July 2025. This programme will be monitored by senior leaders together with the Cabinet Member for Housing and New Homes.

4. Analysis and consideration of other options

Progress in Housing Safety & Quality compliance

- 4.1 The RSH judgement identified that Council failed to meet health and safety regulatory requirements in the following areas: electrical safety; provision of smoke detection; water safety; and fire safety actions. Additionally, there was a significant backlog in routine repairs. These failings necessitated substantial improvement.
- 4.2 Appendix A provides a progress update as of March 2025 covering detailed compliance data including key indicators such as fire safety, gas safety, water safety, routine repairs, and lift servicing.
- 4.3 Officers meet monthly with the Regulator for Social Housing and discuss progress in relation to safety and quality compliance, including sharing of data in Appendix A . Paragraphs 4.4 to 4.23 highlights the information where compliance challenges remain and are discussed in detail with the Regulator.

Water safety

- 4.4 The council has faced challenges in reporting against indicators related to water safety. In response, the approach has shifted from systems-based reporting to building- level reporting. This better reflects how service is managed in practice – one risk assessment per building - and is simpler to track and validate. . The council will continue to monitor water systems annually, in line with the requirements of the Tenancy Standard Measures (TSM) set by the Regulator for Social Housing.
- 4.5 All Risk Assessments for Higher Risk properties are complete and the focus is now on medium-risk properties, where access and data validation remain challenges.. The council is currently completing 12–15 new assessments per week, below the target of 40. To improve delivery rates expansion of contractor capacity is being progressed to achieve full compliance by December 2025. Additional staffing resources have also been focused on this area of compliance.

Fire safety

- 4.6 In 2024, the council completed a large number of Fire Risk Assessments (FRAs) in a compressed timeframe. It is best practice to undertake FRAs for High Rise blocks every year. In 2025, a more phased approach has been

adopted, with assessments scheduled from January to September. This change supports better planning and coordination of both assessments and resulting remediation actions.

- 4.7 Although the total number of Fire Safety remediation actions remains high, progress continues to be made. As of April 2025, the backlog of FRA-related actions has been reduced to 6,420.
- 4.8 The 2025 round of FRAs for high-rise buildings is providing clearer insights in to recurring safety themes across our stock. In parallel, work is underway to update our Programme Plan and build a more robust estate-by-estate strategy that better reflects building risk, resident impact, and regulatory expectations.
- 4.9 Delivery remains heavily reliant on external contractors due to limited internal fire expertise. There is also lack of capacity to respond flexibly to different regulatory requirements and fully embed risk-based planning such as the Fire Risk Prioritisation Tool. To address this and aligned to an additional £1.1m revenue investment in health and safety compliance in the 2025/26 HRA Budget, including new staff resources, the council is establishing two dedicated fire remediation teams – one for Thematic (eg door replacement, common way ventilation, and signage) planned works and one for an estate-based approach (based on property type location) . These teams will drive targeted delivery, improve oversight, and ensure progress across all building types, including those that may otherwise receive lower prioritisation. These teams will help us move from reactive compliance to a more structured, accountable and proactive model that meets regulatory expectations.

Bristol Estate

- 4.10 On 18 March 2025, East Sussex Fire and Rescue Service (ESFRS) carried out a fire safety inspection at Hazel, 1–24 Turton Close. The council-commissioned FRAEW (Fire Risk Appraisal of External Walls) identified a high level of risk, and ESFRS advised that elements of this were incompatible with the existing ‘Stay Put’ evacuation strategy. In line with a more formal and robust approach by ESFRS, all ten high rise blocks on the Bristol Estate have now received SF21 record of inspection letters and formal Enforcement Notices. These required a temporary move to simultaneous evacuation until key remediation actions relating to stairwell spandrel panels were completed and verified.
- 4.11 As of 2 May 2025, remediation works have progressed sufficiently on five of the ten blocks - Hazel, Allamanda, Jasmine, Meadowsweet, and Sorrell – for ESFRS to confirm a return to the remain in place evacuation policy. Works are ongoing.
- 4.12 The council has taken a comprehensive approach to managing this incident. Immediate actions included:
- Maintaining 24/7 waking watch and moved to simultaneous evacuation across all 10 affected blocks.

- Delivering individual letters and holding resident drop-ins to provide clear communication and reassurance.
 - Completed enhanced tenancy visits for 94 percent of the 248 households affected, with 4 scheduled visits, 3 void, and 7 households where we have not been able to agree access and therefore, they have all been sent enforcement notice letters as part of our continued attempts to engage them.
 - Commissioning urgent remediation of spandrel panels, 5 blocks have now had spandrel panels replaced: Hazel; Allamanda; Jasmine; Meadowsweet; and Sorrell.
 - Beginning planned upgrades to escape route ventilation and fire door replacements.
 - Submitted Mandatory Occurrence Reports (MORs) to the Building Safety Regulator (BSR) for all affected blocks.
- 4.13 The council has refreshed the Fire Risk Prioritisation Tool for high-rise blocks, as requested by ESFRS. Officers are updating the related Programme Plan, and embedding it within our formal governance structures, including the Housing Safety & Quality Assurance Board to ensure ongoing oversight.
- 4.14 Internal resources have been reallocated to strengthen fire safety leadership, with the appointment of an Acting Head of Fire Safety and recruitment underway for additional posts.
- 4.15 The Bristol Estate response was treated as a critical incident. A Strategic Coordination Group (SCG), chaired by our Corporate Director, is currently meeting thrice-weekly to coordinate the response across the directorate and the wider council. The council is also scheduling a lessons learned session (and monthly thereafter until our response is stepped down) to identify any areas for improvement in our historical and current processes, which will feed into the wider root cause analysis, learning and subsequent continuous improvement plan for Being a Great Landlord.
- 4.16 Although currently focused on Bristol Estate, the council is actively assessing the implications across the wider portfolio. Simultaneous evacuation and waking watch measures have been extended to St James House, Conway Court and Livingstone House, blocks with similar issues to those identified on Bristol Estate, with MORs submitted for each. Drop-ins and enhanced tenancy visits are underway at these locations.
- 4.17 As a precautionary measure, waking watch is also in place for Nettleton Court & Dudeney Lodge. A decision on evacuation strategy will be made following receipt of updated Fire Risk Assessments.
- 4.18 The council's experience responding to the Large Panel System (LPS) blocks provided valuable learning that has shaped the approach to Bristol Estate. In response to the LPS emergency, the council developed a comprehensive communication strategy and engaged thoroughly with stakeholders, ensuring transparency, accountability and community involvement. This approach was mirrored in the Bristol Estate response. The

proactive measures, including enhanced tenancy visits, regular resident meetings and clear communication, helped to reassure residents. The council's ability to adapt and implement lessons learned from previous incidents underscores our commitment to being a learning organisation, maintaining high safety standards and fostering trust within our resident community.

Repairs Backlog

- 4.19 Addressing the routine repairs backlog has been a key priority following the Regulatory Judgement of August 2024. At its peak, the backlog had a significant impact on resident experience. While lower risk, many of the delayed jobs were longstanding and complex, reflecting wider capacity, resourcing, and systems issues within the service.
- 4.20 The council has made substantial progress in reducing the overall volume of open repairs. This has been achieved through targeted planning, contractor mobilisation, and a clear focus on both risk prioritisation and clearing the oldest cases. This recovery work continues to be closely managed and monitored.
- 4.21 Headline performance indicators - such as average repair completion times - do not yet reflect the level of progress made. This is due in part to the decision to prioritise older, more complex jobs, which have inflated time-based measures. In parallel, data cleansing and system closure activity is being carried out to resolve historical records that were masking operational progress. This work is essential to ensuring that reporting is robust, accurate, timely and fit for ongoing regulatory scrutiny.
- 4.22 While the council is confident that compliance can be reached by late July 2025, we remain alert to the risks of operational slippage, unexpected demand, or data integrity issues. Continued attention is being given to embedding good practice, addressing root causes of the backlog, and putting in place stronger foundations for long-term performance and resident confidence.

Root cause analysis of non-compliance

Purpose and approach

- 4.23 The Regulator of Social Housing (RSH) requires the council to undertake a root cause analysis as part of our response to the C3 Regulatory Judgement. This analysis seeks to understand why the council did not fully comply with the RSH Safety and Quality Standard and how to ensure failings are not repeated. This is outlined in Appendix B, with the main points highlighted in this Cabinet report.
- 4.24 The findings go beyond operational errors to highlight systemic and cultural challenges that have built up over time. While some actions have already been taken, the analysis has created a clearer picture of what needs to

change – structurally, culturally and in day-to-day delivery – to achieve lasting compliance and better serve residents.

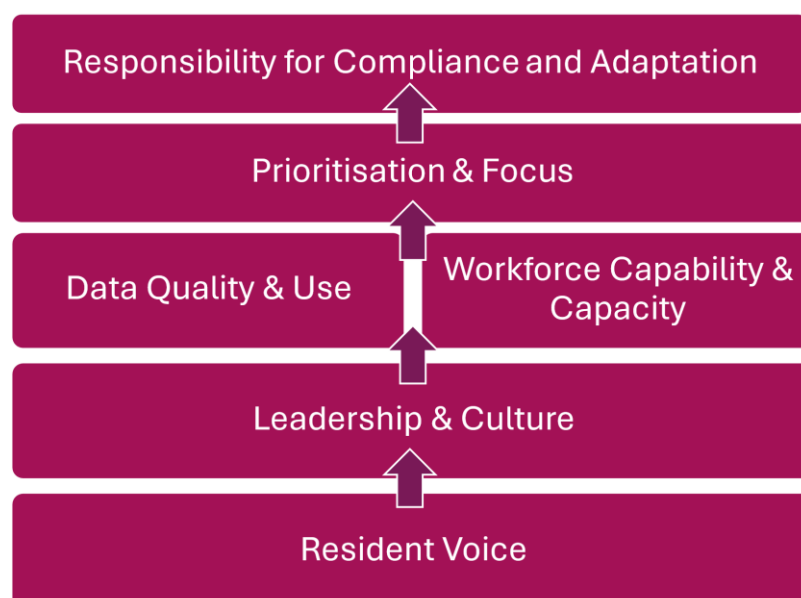
- 4.25 Our objective is to address the systemic challenges that have contributed to non-compliance and to ensure that all residents live in safe, high-quality homes. This is in line with: our Council Plan (2023 to 2027) priorities Homes for Everyone, and A responsive Council with Well-Run Services; Housing Strategy (2024-29) priority of Improving Housing Quality including by: investing in building and fire safety to meet duties under the Building Safety Act; ensuring the Council complies with social housing regulations; and reducing the backlog of housing repairs.
- 4.26 The root cause analysis in this report has used three main sources of insight:
- Information and data review: including compliance performance, resident feedback, historic audit trails, and complaints.
 - Interviews: structured conversations with Housing leadership, corporate colleagues and compliance leads, service managers, and technical experts.
 - Structured Workshops: Facilitated using the 'Five Whys' reflect deeper than the symptoms for non-compliance.
- 4.27 The Council continues to engage in deep reflection about our learning in terms of our response to the Regulatory Judgement, emerging events and our actions to address the identified issues and ensure ongoing compliance. Continuous improvement means that the analysis is an ongoing process as a tool for shared learning and a starting point for building the improvement plan together with our Housing and relevant corporate teams, residents, and elected members.

Summary of what the Root Cause Analysis Tells Us

- 4.28 Our root cause analysis identifies six interdependent themes, presented in the diagram below as a layered system:
- At its foundation lies Resident Voice, where a hierarchical culture focused on national policy initiatives and organisational priorities was not always responsive to resident concerns.
 - Leadership & Culture provides the platform for effective governance and decision-making; however, organisational culture sometimes disempowered staff, created psychological unsafety, delayed escalation of issues, and diluted responsibility for managing risk through ambiguity and fragmentation.
 - Data Quality & Use is critical to sustainable compliance but was undermined by inconsistent maintenance of records, poor data quality, and systems that did not communicate or integrate effectively – weakening assurance about stock condition, maintenance and investment activity, and long-term decision-making.
 - Workforce Capacity & Capability is essential for action; however, key roles were at times unfilled or underpowered, and frontline staff did not consistently feel empowered to escalate concerns or act confidently.

- Prioritisation & Focus ensures that resources are aligned with long-term asset and compliance resilience; however, short-term decisions, limited forecasting, and underinvestment undermined the council's ability to strengthen these areas.
 - Responsibility for Compliance and Adaptation requires proactive monitoring and response to emerging risks; however, a reactive compliance model missed early warning signs and did not adapt quickly enough to new duties and standards.
- 4.29 In practice, while elements of this system were in place, inconsistency across these layers contributed to vulnerabilities. Strengthening each layer and reinforcing the links between them is critical to embedding lasting improvement.

Diagram 2: Mapping of causes leading to non-compliance and backlogs



- 4.30 These are not isolated themes. They interact and reinforce one another: incomplete and poor quality data undermines decision-making; unclear roles delay action and escalation; short-term fixes crowd out strategic planning. The entire system depends on coordination, learning, and shared responsibility. Using the themes as a framework helps us move beyond individual failures – to address the deeper conditions that have enabled non-compliance to arise – and to design change that lasts.

Next steps: from analysis to action

- 4.31 The root cause analysis builds on actions taken so far and the shared commitment to understand what must change to support a consistent focus on compliance in terms of safety, sustained maintenance and proactive investment in the quality of the housing stock, and a steadfast commitment to resident-centred planning and delivery.
- 4.32 To inform the alignment of improvement plans for our Creating Great Homes Together Improvement Programme, the six themes from our root cause

analysis have been reframed as priorities for organisational change. We are adopting a strengths-based approach that focuses on learning from and addressing areas for development, as well as systems that support us to be a great landlord.

- 4.33 The themes are reimagined below in terms of what we aim to become over the coming months:
- Leadership and culture: We will ensure consistent, robust leadership and clarity around when and how concerns are escalated, so that issues are surfaced early and addressed decisively.
 - Data quality and use of data: Reliable, well maintained electronic records will underpin planning, assurance and sound decision making. Strong management systems and procedures will safeguard the accuracy, completeness and quality of our data and its effective use to inform and support compliance and our Improvement Programme.
 - Workforce capacity and capability: Skilled, confident staff are our most valuable resource. We will: invest in staff development including apprenticeships, technical skills, particularly in areas like fire safety, surveying and data analysis; design structures that create capacity for leadership development in all tiers of management; support a culture of trust and empowerment that enables action to be taken and areas of concern to be raised without fear of blame: and, use digital solutions for transactional/administrative activities so that staff have time to plan and focus on relational activities.
 - Prioritisation and focus: With finite resources, we will take a risk-based approach to ensure that effort and investment are aligned to fulfil all of our compliance duties, Improvement Plan and resident impact.
 - Responsibilities for compliance: We will define clear roles and accountabilities for stock quality, safety and compliance. Risk management must move beyond silos. Joined-up teams, and meaningful resident involvement will strengthen trust and meaningful engagement between staff and residents.
 - Managing contracts: We will take a stronger client role, ensuring contractors are clear on expectations. Given the scale of works required to maintain and improve the council's housing stock, there will be times that third parties will be required in terms of capacity and/or expertise to support the council in fulfilling its compliance duties. A strong client function should first clearly scope out the requirements for the contractor about what we need in terms of their services, and then the specification and terms and conditions in the contract/s must be actively managed. Robust contract management ensures that the direct (specified works) and indirect (social value) benefits from the contracting arrangement are realised for the residents and wider community.
- 4.34 Our goal is not only to meet regulatory expectations but to create a culture and system change that supports staff to listen to and work proactively with a diverse range of tenants and leaseholders so that our residents live in safe, and good quality homes and neighbourhoods.
- 4.35 Our approach to finalising the improvement programme includes:

- Workshops for resident and staff, co-producing together the responses to the issues raised in this report
- A one council approach to learning within cross-cutting themes (e.g. data, contract management, asset planning) to test and learn identified solutions
- The programme will be overseen by the Housing Compliance Board for operational delivery, and strategic oversight will be by the directorate's Delivery and Improvement Board which is being created to include frontline staff as part of the membership.

4.36 The Improvement Programme will be co-produced by July 2025 under the leadership of the Corporate Director for Homes and Adult Social Care.

5 Community engagement and consultation

- 5.1 The Council has actively and extensively engaged with residents and listened carefully when discussing safety measures and future plans for LPS and Bristol Estate high-rise blocks.
- 5.2 The Directorate held workshops with residents and staff to collaboratively find solutions to frequently reported issues. Customer insights from complaints, member enquiries, and ombudsman findings were analysed, identifying key areas for improvement. These workshops were well-received, with residents expressing enthusiasm about the meaningful opportunity to influence service changes.
- 5.3 The service improvement programme is being co-produced with residents, rather than engaging them separately from staff. This approach aims to make resident engagement opportunities more accessible and meaningful.
- 5.4 The Community Engagement Team has expanded, including the addition of a digital communications officer. This expansion aims to diversify resident voices and increase engagement opportunities.

6 Financial implications

- 6.1 This is aligned to HRA budget provisions for 2025/26, which includes £1.1m revenue investment in health & safety to ensure H&S and building safety requirements are met, includes new staff resources to manage and undertake the work required and new Head of Regulatory Compliance role. The budget also incorporates £14m capital investment works on health & safety to continue compliance work already started.
- 6.2 Future budget reports will continue to include these costs, which will be approved on an annual basis. Officers will closely monitor the costs associated with the works outlined and report any variances via the councils TBM process. Consideration will need to be given to the use of general reserves in light of the additional revenue costs arising from having a waking watch across affected blocks, if this cannot be managed as part of TBM.

Finance officer consulted: Michael Bentley Date consulted:29/04/2025

7 Legal implications

- 7.1 This report provides an overview of Brighton & Hove City Council's progress in addressing housing safety and quality compliance.
- 7.2 The Social Housing Regulation Act came into effect from 1 April 2024 and requires social landlords to comply with the standards set by the Regulator of Social Housing (RSH). On 9 August 2024 the Regulator of Social Housing issued a C3 regulatory judgment that there are serious failings in the Council as landlord delivering the outcomes of the consumer standards and significant improvement is needed specifically in relation to outcomes for the national Safety and Quality Standard.
- 7.3 The Regulator expects the Council as landlord to develop a plan that will drive significant change and to share that with tenants. The Regulator has very substantial powers of enforcement available but is not proposing to use enforcement powers at this stage, provided Brighton and Hove CC continues to seek to resolve these issues.
- 7.4 The issues identified in the report are relevant to the Council's ability to meet multiple legal obligations and regulatory standards. As well as the RSH, compliance falls under the scrutiny of the Building Safety Regulator, the HSE and the fire service.
- 7.5 There is the potential for the council to be exposed to compensation claims arising from disrepairs which have not been addressed on a reasonable timescale.

Name of lawyer consulted: Natasha Watson

Date consulted: 29.4.25

8. Risk Implications

- 8.1 Delivery risks include organisational resilience , further unforeseen events that divert capacity, capacity constraints, and shifting expectations. The Housing Revenue Account (HRA) budget, Medium Term Financial Strategy (MTFS), indicates a growing underlying deficit in the HRA and identifies mitigations that can be actioned to address this. These risks will be managed proactively and transparently. Mitigations include taking a one council approach, continued alignment of the HRA budget to compliance duties based on risk-based prioritisation tools, and empowering all tiers of staff to collaborate and maintain focus on compliance as a priority for maintaining safe and high quality stock.

9. Equalities implications

- 9.1 The council is committed to addressing the needs of vulnerable and marginalised groups through an equity-focused approach. Social housing often serves higher proportions of individuals from these communities, including older adults, people with disabilities, and minority groups. By improving housing quality to the required standards, we are not only ensuring safety and compliance but also making a meaningful equity impact,

reducing disparities, and enhancing health and wellbeing for those most affected by systemic inequalities.

10. Sustainability implications

- 10.1 The focus of the report is primarily on housing safety, compliance issues, and the Council's efforts to address these challenges through structural and organisational changes, resident engagement, and systemic improvements and therefore there are no specific references to Net Zero or climate change initiatives.

11. Health and Wellbeing Implications

- 11.1 The quality and safety of housing significantly impact the health and wellbeing of residents. Compliance measures, including improvements in fire safety, electrical systems, and water safety, are integral to creating safer and good quality living environments. These efforts will also support the reduction of health inequalities, particularly for residents affected by fuel poverty or chronic conditions.

12. Conclusion

- 12.1 This report provides a comprehensive overview of Brighton & Hove City Council's efforts to address housing safety and compliance issues. The report highlights the challenges faced by the Council in maintaining compliance with housing safety and quality standards, particularly in high-rise blocks constructed in the 1950s and 1960s. Some of these buildings, the LPS blocks, have been found not to meet current safety standards, prompting immediate safety measures and long-term solutions such as refurbishment or regeneration. The Council has actively engaged with residents to discuss safety measures and future plans for these blocks. Other properties require significant investment to ensure they are brought up to and maintained to comply with current, more stringent, legislative and regulatory requirements and meet our priority of improving the quality of our council homes.
- 12.2 The report also details the Council's root cause analysis approach, which identified systemic issues such as poor maintenance of records, inconsistent planning for workforce and contractor capacity, and a reactive culture that diverted resources to national policy initiatives, organisational priorities or emergencies rather than supporting sustained investment in and delivery of all compliance measures. The analysis emphasises the need for strategic and systemic change, built on a shared understanding of the actions needed to effect change and clarity about individual and collective responsibilities for delivery. The Council has made several structural and organisational changes over the past two years to create the conditions for sustained improvement, including the adoption of a new Council Plan, the move to a Cabinet governance model, and a senior leadership redesign.
- 12.3 Furthermore, the report outlines the Council's commitment to putting residents' voices at the heart of the improvement journey. Workshops with

residents and staff were held to collaboratively find solutions to frequently reported issues, and the feedback was used to inform service changes. The Council aims to align various improvement plans into a single programme of activity by July 2025, monitored by senior leaders together with the Cabinet Member for Housing and New Homes. The report concludes with a summary of the findings from the root cause analysis, highlighting the need for strategic and systemic change to address the identified issues and ensure a resident-focused and resilient commitment to compliance.

- 12.4 This report concludes with a summary of the findings from the root cause analysis, highlighting the need for strategic and systemic change to address the identified issues and ensure a resident-focused and resilient commitment to compliance. These insights are important to inform the future improvement programme for the future quality of council housing and informing the options appraisal about the future of the LPS blocks.

Supporting documentation

1. Appendices

Appendix A: Housing Safety & Compliance KPIs

Appendix B: Root Cause Analysis: Identifying the causes of Compliance Failures

2. Background documents

None