BRIGHTON AND HOVE CITY COUNCIL

ROOT CAUSE ANALYSIS HOUSING IMPROVEMENT PLAN

1. **Introduction**

   - We undertook a Root Cause Analysis in May 2025 to ensure we understand and systemically address the underlying causes of our historic challenges with compliance. We continue to reflect and learn, reinforced by the Council-wide principles of being a Learning Organisation.

   - We know our workforce and operating model retain gaps.
     Until we stabilise these, any good work on transformation remains temporary. We want to go further than the RCA, and drive improvements driven by our ambition for and with our residents.

   - We are undertaking the action plan in two phases: Phase 1 focuses on immediate actions we can do now. Starting in September we will develop a Target Operating Model with the RCA at its heart. This will be the basis of Phase 2.

   Our Root Cause Analysis identified six systemic challenges:
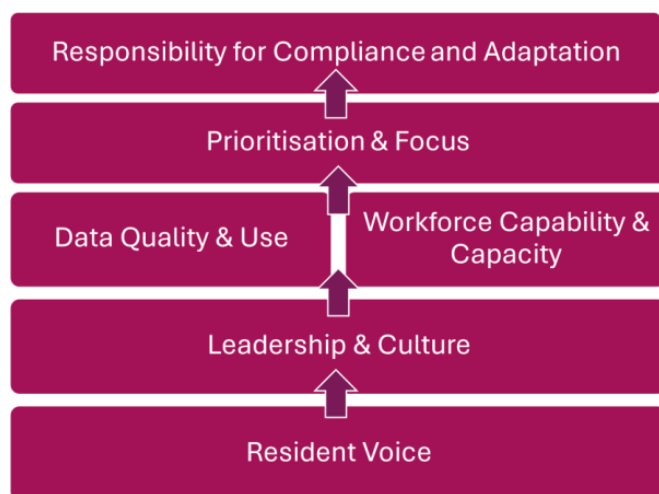
2. **Early progress**

   - Good progress on areas highlighted by RSH as a concern: electrical safety, smoke alarms, repairs backlog, fire safety. These successes prove we can deliver when we focus and bring in the right expertise:

   - Governance Reset: strengthened oversight, better data and escalation, monthly reporting.

   - Additional Expertise: interim fire leads, programme managers, and external technical support closed knowledge gaps.

- Progress where we prioritise: LPS Programme implemented clear communications, contractor mobilisation, and leadership oversight. Bristol Estate addressed urgent safety risks, SF21 actions in motion, and strengthened resident engagement.

3. **Continuous Learning & Integration**

- This plan creates one connected change system where actions and learning, reinforce each other. Each stage strengthens the next, so improvements do not fade: they become embedded.

- As a Learning Organisation, we continue to hold reflection sessions, and bring in challenge and insights from the following:

    - Resident insights via forums, complaints, and Great Landlord work.

    - Frontline feedback through reflection reviews.

    - Contractor performance monitored via KPIs and audits.

    - External challenge from peer reviews, regulator feedback, and audits

4. **Roadmap & Governance**

Stage	Timing	Deliverables	Governance
Phase 1: Stabilisation	Now – December 2025	Water/fire data quality, contractor KPIs, workforce mapping, resident engagement	Monthly Delivery Board; CLT; Informal Cabinet Cabinet update (twice yearly), regular updates to Scrutiny and Area Housing Panels
Phase 2 preparation: Target Operating Model (TOM) Design & Gap Analysis	Sept – Dec 2025 (overlap with Phase one)	Draft TOM and gap analysis, with Root Cause Analysis embedded	Corporate Director; Cabinet member; CLT; Cabinet
Phase 2: Service Redesign & Implementation	Jan 2026 onwards	Redesign and embed TOM	Great Landlord Board; learning loops

Phase 1 Action Plan: Stabilisation (Aug–Dec 2025)

Theme	Resident Outcome	Key Actions identified for this Sprint	Being a Learning Organisation
Resident Voice	Residents feel heard and see follow-up	Use customer intelligence – complaints, Area Panel feedback, Member Enquiries, and Ombudsman decisions to inform continuous improvement Review model for resident involvement in asset management priorities	1. Being connected 4. Be diverse and inclusive
Leadership & Culture	Responsive leadership; empowered staff	Reflect emphasis of being resident-led by renaming Housing Compliance Board to Great Landlord Board Regular visits to estates by the senior leadership Directorate-wide learning sessions Implement Recommendations from Peer Review	2. Being confident 5. Be healthy and psychologically safe
Data Quality & Use	Evidence-based safety	Water data cleanse Fire safety dashboards Contractor onboarding for direct inputting of data Create a virtuous circle of data entry in the Building Safety Cases regarding reactive as well as planned maintenance.	3. Be innovative and creative
Workforce Capability & Capacity	Faster responses; reduced bottlenecks	Workforce mapping Competency checks Interim staffing Support for qualifications, including for senior staff	1. Being connected 2. Being confident
Prioritisation & Focus	Prioritisation of buildings based on risk and benefit analysis	Fire Safety Programme review Medium-risk block progress	3. Be innovative and creative
Responsibility & Compliance	Clear roles; no home or resident falls through cracks	Accountable Person review HIAM and Compliance service review	1. Being connected 2. Being confident

Phase 2: Target Operating Model (Sept–Dec 2025)

This phase is grounded in RCA, Phase 1 evidence and ongoing learning to build the blueprint for sustainable delivery. Once the TOM and gap analysis is complete, a comprehensive action plan will be developed.

Objectives	Approach	Expected Outcomes
Define how people, processes, and systems deliver compliance. **Clarify roles and accountability.** **Embed expertise and connect with corporate enablers.** **Support a learning culture.**	Co-designed with residents and frontline staff. One council approach that assumes that being a Great Landlord is commensurate with being a Corporate Parent, i.e. it is everyone's business. Delivered by the Housing Safety Delivery Board. Overseen by Cabinet and the Corporate Leadership Team, subject to regular reporting to Overview & Scrutiny.	1. Clear structure and expertise placement. 2. Simplified, risk-based processes. 3. Strong culture of learning and accountability. 4. Sustained compliance and tenant safety.