

Housing Improvement Programme 2026 to 2027

Brighton and Hove City Council

Homes & Investment and Housing People Services

Summary

This plan sets out how the council will become a great landlord that residents can have confidence in. It brings together the impact we want to have on resident experience, what the Regulator expects through the consumer standards, and what the Housing service must do to deliver safe, good quality homes and a resident focused, data led, reliable service.

The plan is focused on addressing systematic issues that led to the Regulatory Judgement, continuing to address root causes and reduce the risks of similar issues recurring. The Plan seeks to ensure that the council remains compliant with relevant regulatory and legislative requirements as the foundation for working toward being a Great Landlord, focused on outcome, service quality and the experience of tenants and residents. It sets clear commitments, the controls that embed them, and the evidence that will show sustained progress. It is designed to support strong transparent governance and systematic improvements in day-to-day delivery.

Our vision is to be recognised as a Great Landlord – doing the right things because we are driven by what our residents tell us and not just what regulations require of us.

What residents will notice by March 2027

- ✓ A stronger resident voice, in how we deliver and review our services, decide on budget and other priorities and proactively invest in our homes and communities.
- ✓ Residents feel safer and more confident in their homes and blocks because checks happen on time and follow up happens quickly.
- ✓ Residents get clear, consistent updates, including when access is needed and when plans change.
- ✓ Residents are passed between teams less often because ownership is clear and handovers work.
- ✓ Repairs and safety actions are completed properly first time more often, with fewer repeat visits and fewer long running outstanding actions.
- ✓ The council addresses the most serious issues first, is transparent and engages on priorities in an accessible way and how these priorities may change.
- ✓ Residents can see a learning organisation in operation, a service focused on building and sustaining improvements in the quality of tenant experience and outcomes, including how feedback, complaints, and Ombudsman decisions have led to specific changes, through a clear “you said, we did” audit trail.
- ✓ Residents get a better, more consistent, accessible service and feel treated fairly, regardless of who they speak to, because the council uses the same standards and quality checks across Housing Services.

PART A: CONTEXT AND PURPOSE

Regulatory context and why this plan exists

From 1 April 2024, social landlords have to meet the Regulator of Social Housing consumer standards under a strengthened regime, with more proactive regulation and inspections.

Brighton and Hove City Council must be able to demonstrate, with evidence, that it is consistently meeting those standards and sustaining improvement. This plan exists to provide one clear, auditable line of sight from the issues that need fixing, to the controls and governance that prevent repeat failure, to what residents should notice.

The consumer standards

The consumer standards set the outcomes residents should experience from their landlord services.

Safety and Quality: Homes are safe and well maintained. Legal duties are met. Checks happen on time and actions from safety assessments are completed and verified.

Transparency, Influence and Accountability: Residents are treated with fairness and respect. Services are accessible. Residents can influence decisions. Complaints are handled properly and learning is used to improve.

Neighbourhood and Community: Landlords take reasonable steps to keep shared spaces safe and work with relevant partners to support wellbeing in the areas where they provide homes.

Tenancy: Tenancies and allocations are managed fairly and transparently and landlords support tenancy sustainment where relevant.

These standards matter because they set the minimum compliant service residents can expect, including safe homes, timely follow up, clear communication, and a fair complaints process.

The council's C3 judgement and formal engagement

On 9 August 2024, following responsive engagement, the Regulator published a regulatory judgement for Brighton and Hove City Council, identifying failings against the Safety and Quality Standard and issuing a consumer grading of C3. The judgement states:

'that there are serious failings in delivering the outcomes of the consumer standards and that improvement is needed, specifically in relation to the Safety and Quality Standard'.

The Regulator highlighted weaknesses in the council's management of electrical, fire, water and smoke-detection safety, a significant repairs backlog.

Since that time the council has remained in formal intensive engagement with the Regulator.

The Regulator expects an improvement plan that drives significant change, addresses root causes of non-compliance and reduces the risks of similar issues recurring, and that it is shared with tenants.

What the Regulator expects to see from the council now

The Regulator will be looking for evidence that improvement is systematic, sustained, and embedded in business as usual, not a short-term recovery. In practice, the council needs to be able to show the following, consistently and with a clear audit trail that demonstrates the impact upon outcomes for residents, including, compliance, service quality and tenant experience.

A plan that reflects and builds upon the learning from our root cause analysis to understand why the council did not fully comply with the RSH Safety and Quality Standard and how to ensure failings are not repeated.

A plan that drives significant change: Clear priorities and realistic commitments, with clear ownership and clear evidence, so progress can be tested rather than described.

Effective control of Safety and Quality: Checks completed on time, actions raised and closed properly, quality verified through proportionate checking and rechecking, and exceptions handled quickly so risk does not drift.

Confident and consistent information about homes and services: Confidence that records and key datasets can be relied on, so decisions are made using evidence rather than workarounds and missing information.

Resident accountability and learning: Clear evidence that resident feedback, complaints, and Ombudsman learning are shaping decisions and preventing repeat failure, alongside transparent reporting and a clear approach to tenant accountability.

Sustained improvement through governance and leadership grip: A consistent set of routines that record decisions, track follow through, escalate early when something slips, and test reality through sampling, so performance reporting matches what residents experience.

How we got here

The Regulator's judgement and the council's Root Cause Analysis, reported to Cabinet in June 2025, [Housing Safety and Quality Compliance Update.pdf](#) and Place Overview & Scrutiny Committee in September 2025, [Housing Safety and Quality](#)

[Compliance Update.pdf](#) were clear that the issues were not only about individual services.

The analysis reveals that the issues stem not only from operational failures but also from deeper systemic and cultural challenges. While corrective actions have begun, the findings clarify the structural, cultural, and delivery changes needed to achieve lasting compliance and improve outcomes for residents.

This includes how the council listens, learns sets priorities, leads, builds capability, uses data, and assures compliance.

This work supports the Council Plan priorities of 'Homes for Everyone' and 'A Responsive Council with Well-Run Services', and the Housing Strategy priority of 'Improving Housing Quality'

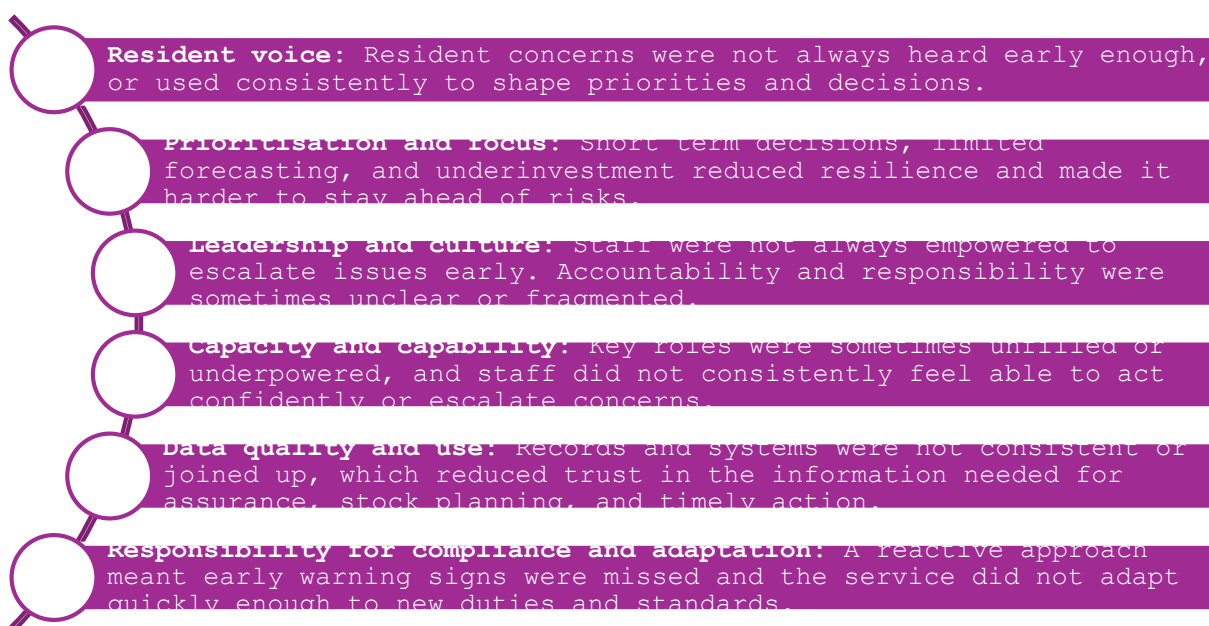
Since August 2024, the council has stabilised and improved delivery and compliance and started to change how it runs. Progress is not only work completed. It is the shift to a controlled improvement system that prevents repeat failure and can be evidenced through routine assurance evidence, exceptions reporting, sampling, and re checks.

Root causes and what has changed in the operating model

These 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.

Strengthening each of these areas and improving their alignment is essential for sustainable improvement. The council remains committed to continuous learning and collaborative action, using this analysis as a foundation for building a robust improvement plan with internal teams, residents, and elected members.

Transparency, accountability, and measurable progress are central to this approach. Monthly highlight reports and the development of the core NEC Housing system as a single source of housing compliance data ensure clear oversight. Updates to the Housing Safety & Quality Assurance Board, Great Landlord Board, Corporate Leadership Team (CLT), Cabinet members, Cabinet and Overview & Scrutiny Committee reflect our commitment to ensure that the safety and quality of our council homes remain our priority.



The operating model is now changing in practical ways.

- ✓ Leadership is stronger. Issues are escalated earlier when something is off track. Decisions are recorded and followed through.
- ✓ Ownership is clear, with named leads for key risks and priorities and clear escalation routes into decision points.
- ✓ Information management is improving. NEC Housing is used more consistently to inform decision making, supported by routine checks, so leaders rely on evidence rather than informal updates.
- ✓ The Learning Organisation framework is being embedded. Resident insight, complaints and Ombudsman learning, performance monitoring, compliance assurance, and quality checks are reviewed together and inform decisions and tracked actions.
- ✓ Target Operating Model work for Homes & Investment is setting clear roles, processes, and controls so improvement is sustained across teams.
- ✓ Quality checks and sampling are used to improve systems and consistency, reduce rework, and target supervision and training. Focus is on learning and support, not blame.
- ✓ Continued investment in workforce capacity and capability, including in a new Damp & Mould team supporting our proactive approach to implementing Awaab's Law, significant development of our apprenticeship programmes aligned to identified skills gaps, additional building safety and fire safety roles and increased Head of Service capacity
- ✓ Improving resident engagement continues to be a priority area of focus, with resident workshops held at our annual tenant conference, contacting all residents as part of our proactive response to implementing Awaab's Law, increasing resident engagement in repairs and asset management.

What has already improved

The council has made significant progress across all areas where the RSH identified non-compliance and has remained compliant in other areas of health & safety not subject to the Regulatory Judgement. The judgement focused mainly on how well the council was delivering against outcomes of the Safety and Quality Standard, but the learning is wider than safety alone and is being applied across Housing Services.

Electrical safety and smoke alarms: Most homes now have up to date electrical safety checks and working smoke alarms. The remaining gap is mainly access and follow up, with a focus on completing final access cases to reach full coverage.

Repairs backlog and service grip: Very overdue repairs have reduced. The service is more in control of what is outstanding, with clearer prioritisation and stronger follow up. Residents are starting to experience fewer very long waits and fewer repeat jobs.

Fire safety action and risk-based delivery: The highest priority actions are nearing completion and the medium priority remediation actions are reducing. Fire risk assessments are improving in quality so actions better match risk and priority. Residents are starting to experience clearer communication in blocks, supported by improved quality checks.

Water safety recovery: Coverage is improving and delivery capacity is stronger. This remains an area for improvement and retains senior management oversight.

Knowing our homes and planning investment: The December 2025 Cabinet approval to award a two-year Stock Condition Survey Contract will enable full survey coverage of all council homes, leading to an improved understanding of the condition of the council's housing stock, and provide the robust evidence base required for long-term investment planning and regulatory assurance. This decision was a direct response to the council's Root Cause Analysis arising from the Regulator of Social Housing regulatory judgement which identified Data Quality & Use, and Prioritisation & Focus as core drivers of improvement.

Areas	RSH Judgement (August 2024)	Position then (June 2024)	Position now (January 2026)
Electrical safety (domestic Electrical Installation Condition Report, EICR, and communal EICRs)	Around 3,600 homes without a current EICR and no evidence of a current certificate for over 600 communal areas.	53 percent homes with a valid 5-year EICR. 20.8 percent communal areas with a valid communal EICR.	95.2 percent homes with a valid 5-year EICR. 81.6 percent communal areas compliant.
Smoke alarms	Cannot evidence compliance with legal	81.5 percent of homes had a working alarm.	99.6 percent of homes have a working alarm.

Areas	RSH Judgement (August 2024)	Position then (June 2024)	Position now (January 2026)
	requirements for smoke detectors.		
Water safety (risk assessments and remedial actions)	More than 600 buildings require a risk assessment” and “more than 500 overdue water safety remedial actions.”	52.1 percent of buildings with a valid risk assessment. (Nov 2024, no June actions count published).	95.1 percent of buildings with a valid assessment. 2,281 overdue actions (Dec 2025). This aligns to the significant increase in inspections.
Repairs backlog	A backlog of around 8,000 low-risk, low-priority repairs.	9,653 repairs older than 28 days.	3,697 repairs older than 28 days. Focus on oldest work orders and average time continues to reduce.
Fire safety remediation	RSH raised concerns about delays in completing over 1,700 fire safety actions identified across the stock.	4,253 FRA actions. Peaked at 8,268 in December 2024 with completion of updated FRAs on all blocks.	2,294 live FRA actions.

PART B: DEFINITION OF SUCCESS

What success looks like by March 2027

Progress is reviewed quarterly. Priorities only change when evidence shows a change is needed, and the decision is recorded and explained.

Homes are safe and well maintained. The service is accessible. Problems are fixed properly and do not keep coming back. When plans change, residents get clear explanations and realistic timescales.

Success means residents can see, and the council can show, that commitments are being delivered and problems are being addressed in a systematic way.

Resident outcomes

- ✓ Residents feel safe and confident in their home and block because safety checks happen on time and follow up happens quickly.
- ✓ Residents get clear, consistent updates they can rely on, including when access is needed and when plans change.
- ✓ Residents are passed between teams less often because ownership is clear and handovers work.
- ✓ Repairs and safety actions are completed properly first time more often, with fewer repeat visits and fewer long running outstanding actions.
- ✓ The council deals with the most serious issues first and is transparent and engages on priorities and how priorities may change in an accessible way.
- ✓ Residents can see a learning organisation in operation, a service focused on building and sustaining improvements in the quality of tenant experience and outcomes, including how feedback, complaints and Ombudsman outcomes have led to specific changes through a clear “you said, we did” audit trail.
- ✓ Residents receive a better more consistent, accessible service and feel treated fairly and with respect, regardless of who they speak to, because the council uses the same standards and quality checks across Housing Services.
- ✓ Works to residents’ homes and blocks feel more planned and less reactive over time because investment and repairs decisions are based on stronger knowledge of homes and risk.

The council assurance view

The council can show it is compliant, proactive and in control across Housing Services. This means decisions are recorded, exceptions are visible, actions are closed, and checks confirm the issue is fixed.

Evidence is held through decision records, action and exceptions, compliance assurance evidence, contract performance, and sampling.

Theme 1 - Resident voice

Theme of non-compliance: At the foundation of the six interdependent themes identified by our root cause analysis lies resident voice, where a hierarchical culture focused on national policy initiatives and organisational priorities was not always responsive to resident concerns.

What is changing:

- Expansion of the Community Engagement Team including a digital communications officer;
- Diversification of the resident voice, over 400 residents have expressed an interest in engagement opportunities.
- Co-production of the service improvement programme rather than residents being engaged separate to staff.

What does it look like to be a Great Landlord:

- Diversity and depth of resident involvement.
- Resident insight shaping decisions.
- Increased trust in engagement and follow through.

Outcome on service quality and tenant experience:

Residents can see that their experience shapes what we do and how we do it. We don't make fewer decisions about residents without residents. Standards and updates are clearer. When residents tell us something is not working, we act and we explain what changed.

This theme exists because resident experience has not always shaped priorities and decisions. When insight is collected but not used in day to day decisions, we miss early warning signs, repeat the same mistakes, and lose trust.

In 2026 to 2027 we make resident influence routine and visible. Creating Great Homes Together is the main route for resident led improvement. We treat resident experience as essential evidence, alongside performance, compliance assurance, and quality checks. We show the link from what residents told us, to the decision we made, to what changed, and what residents can now expect.

Residents will be engaged on thematic resident oversight groups, including on Fire & Building Safety. We will also increase the transparency of information sharing with residents.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
We publish a “you said, we did” update regularly, linked to real service changes and clear explanations.	Residents can see what changed, including when we cannot do something and why.	Feedback without visible change feels pointless and drives complaints.	Updates state what residents will notice and where to go for help.	Published updates plus an internal link to decision records and closure evidence.	Sponsor: Director Housing People Lead: Housing Strategic Communications Manager.	Start reporting you said we did at Area Panel meetings. Area Panel review starts in April 2026
We keep an up-to-date view of resident experience as part of the intelligence loop through the Great Landlord Board, that reviews themes from complaints and Ombudsman learning, surveys and member enquiries themes.	Clearer, more consistent messages, and visible action on what residents raise.	If insight is not reviewed in one place, it gets lost, early warning signs are missed, and problems repeat.	The summary is a standing agenda item. It is reviewed routinely. Actions and decisions are recorded with owners and tracked to closure.	Agenda items include the summary each cycle. Decision records show what changed because of it, with a small set of examples linked to closure evidence.	Sponsor: Corporate Director. Homes & Adult Social Care. Lead: Director of Housing People Services.,	We will continue to track and monitor participation and diversity of resident engagement. Action Plan on Resident Engagement is reported to at Great Landlord Board, Directorate Leadership Team and Cabinet Member Briefing.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
						Directorate Leadership Team & Corporate Leadership Team monitor and act upon themes and learning from complaints, member enquiries and Ombudsman Decisions.

How we will evidence that this has been achieved.

- Annual Survey of Tenants & Residents (STAR) and Tenant Satisfaction Measures. [Housing performance – how are we doing?](#)
- Resident satisfaction measures in performance reporting (shared quarterly with Housing Area Panels: [Performance reports - council housing](#)
- Annual Housing Complaints Report & Self-Assessment: [Annual Housing Complaints Report and Self assessment.pdf](#)
- Council Plan progress updates to Cabinet which include Housing KPIs [202526 Mid-year Council Plan progress update.pdf](#)
- Annual monitoring report aligned to the Housing Strategy: [Housing Strategy 2024-29 Annual Monitoring Report 202425.pdf](#)
- Promotion and review of resident engagement measures and participation: [Resident groups, community engagement and neighbourhood funding](#)
- Housing Revenue Account Budget and Medium-Term Financial Strategy (for investment in Community Engagement Team and neighbourhood funding: [Budget Capital Investment HRA Programme 2026-27 and MediumTerm Financial Strategy.pdf](#)

Theme 2 - Prioritisation and focus

Theme of non-compliance: Prioritisation & Focus ensures that resources are aligned with long-term asset condition and compliance resilience; however, short-term decisions, limited forecasting, and underinvestment undermined the council's ability to strengthen these areas.

What is changing: 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.:

- We continue to make consistent positive progress toward compliance, including significant reductions in the backlog of routine repairs.
- Promotion of psychological safety.
- Clear distribution of leadership and decision-making responsibilities through a scheme of management.
- Embed a more connected council with leadership that brings critical resources together to deliver Council Plan outcomes.
- Use of data to measure individual and team performance.

What it looks like to be a Great Landlord:

- Stronger frontline involvement in planning.
- Data and evidence-based prioritisation and planning.

Outcome on service quality and tenant experience:

This will be clear about and keep our commitments to residents and explain clearly when priorities change. We focus on the work that reduces risk, improves everyday service, and prevents repeat problems.

In 2026 to 2027 we make prioritisation practical. We prioritise and are realistic about our commitments and focus of service and investment. We use the consistent data and resident voice to inform evidence and decide our priorities first. We are transparent in sharing information and decision making.

Through our Creating Great Homes Together Action Plan 2026 we aim to improving service quality, transparency, and tenant experience across Repairs & Maintenance, Safer Areas, Customer Service, Complaints, and Tenant Engagement.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/Deliverables
We use stock condition survey data and up to date asset insight to set priorities that inform planned preventative maintenance programmes and reduce responsive repairs.	Fewer responsive and repeat repairs and more remedies that deal with the cause, not only the symptom.	Without stock condition survey insight we maintain a high volume of responsive repairs and don't make best use of capital investment to proactively improve the quality of residents homes.	Use emerging stock condition survey information and repairs intelligence to target investment in planned preventative maintenance to reduce responsive repairs and proactively improve the quality of residents homes and satisfaction with the council as a landlord.	Stock condition survey and repairs intelligence is used in prioritisation of investment decisions. Trend increased understanding of our stock monitored through monthly reports to Housing Safety & Quality Assurance Board and progress toward HRA Budget MTFS aim of reducing the pressure of responsive repairs and increasing planned preventative maintenance and proactive capital investment in our homes. Shows a decline in volume of	Sponsor: Director of Homes & Investment. Lead: Head of Asset Management & Investment and Head of Repairs and Maintenance.	Procure and award a two-year Stock Condition Survey Contract to enable additional resource to ensure 100% of homes surveyed over this time to support a data led and resident led Asset Management Plan to inform investment decisions. Mobilise spring 2026 complete spring 2028.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
				responsive repairs over time.		
We operate as a connected and responsive council focused on clear ownership and accountability. Review areas that cause repeat contact and failure demand. Make ownership and accountability for actions clear at every point.	Clearer ownership and updates. Faster action when an issue is identified. Fewer hand offs, one council approach.	Ensuring fewer handoff's reduces risk and ensures clear ownership and prioritisation of risks tasks and actions. rework, and loss of trust.	Quantitative review of repairs raised to understand the source, including whether raised by tenant, operative in site or via another team. Review repairs by property to understand high volumes in particular homes or property type. Qualitative review in partnership with tenant focus groups / via tenant engagement.	Resident feedback confirms clearer ownership and updates. Regular review of repairs reports to increase % of repairs that are resolved first time where possible. Measuring prevalence of repeated visits both qualitatively and quantitatively to track reduction.	Sponsor: Director Homes & Investment Lead: Head of Housing Asset Management & Investment	Improved resident satisfaction measured through reporting outlined below in evidence of how er will achieve. Review via Housing Safety & Quality Assurance Board which tracks responsive repair and other key health, safety

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
						and quality activity

How we will evidence that this has been achieved

- Annual Survey of Tenants & Residents (STAR) and Tenant Satisfaction Measures. [Housing performance – how are we doing?](#)
- Performance reporting (shared quarterly with Housing Area Panels: [Performance reports - council housing](#)
- Housing Safety & Quality Compliance Updates reported to Cabinet on a 6-monthly basis: [Procurement of Housing Stock Condition Contractor.pdf](#).
- Regular Housing Safety & Quality Compliance Updates to Place Overview & Scrutiny Committee: [Housing Safety and Quality Compliance Update.pdf](#).
- Council Plan progress updates to Cabinet which include Housing KPIs [202526 Mid-year Council Plan progress update.pdf](#)
- Scheme of management now in place, to be kept up to date.
- Staff Survey and regular 'Pulse' surveys.

Theme 3 - Leadership and culture

Theme of non-compliance: Leadership & Culture provides the platform for effective governance and decision-making; however, organisational culture sometimes disempowered staff, created psychological unsafety to share concerns or ideas, delayed escalation of issues, and diluted responsibility for managing risk through ambiguity and fragmentation.

What is changing: We will ensure consistent, robust leadership and clarity around when and how concerns are escalated, so that issues are surfaced early and addressed decisively, including:

- Promotion of psychological safety;
- Distribute leadership and decision making through a scheme of management;
- Embedding a more connected council with leadership that brings critical resources together to deliver Council Plan outcomes.
- Use of data to measure individual and team performance.

What it looks like to be a Great Landlord

- Stronger frontline empowerment in risk identification.
- Data informed performance management.

Outcome on service quality and tenant experience,

Residents feel the difference when decisions are made faster when something goes wrong. Ownership is clear. Updates are clearer. Problems are resolved consistently.

In 2026 to 2027 we will embed the culture of being a learning organisation – Staff will receive relevant training and support to give them the confidence to report concerns and mistakes; the senior leadership will promote a no-blame and learning culture so that staff have the psychological safety to own problems, feel empowered to resolve issues and where there are concerns and mistakes, report them at the earliest opportunity.

How we will evidence that this has been achieved.

- Scheme of management now in place, to be kept up to date.
- Staff Survey and regular 'Pulse' surveys.
- Council Plan progress updates to Cabinet which include Housing KPIs [202526 Mid-year Council Plan progress update.pdf](#)

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
Senior leadership will ensure that there are opportunities for staff to meet residents where they are (outside of applying their trade), share concerns and ideas, feel confident to try things and know that they working in a no blame culture that promotes learning from experiences and applying that learning to service improvements.	A confident workforce that hears and values the voice of residents. When visited for a repair, operatives raise other issues that they've noticed need doing.	A confident workforce will listen carefully to the voices of residents and spot the need or opportunity to act early or create preventative programmes of works	Senior Leaders holding staff drop-ins, attending toolbox talks and shadowing staff. Frontline staff attending resident meetings in the places that the residents' home is to discuss the issues that they are experiencing.	TSMs for customer satisfaction re repairs and the quality of their home, and being listened to increases. Compliments from tenants and leaseholders about the quality of the interactions they have with staff. A reduction in complaints about the time waiting for, and/or the quality of repairs	Sponsor: Corporate Director Homes & ASC Lead: Business Improvement Manager	Monthly Staff drop ins. An annual roadshow of attending toolbox talks or <i>In-person, in conversation</i> events with corporate leadership team
We apply the learning organisation	Residents notice that we are a	Residents need to know that we have 21 st	The leadership creates opportunities for	Briefing notes and case studies	Sponsor: Director	The directorate is standing up a Learning for

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
framework throughout the organisation so that we learn from our mistakes and spread good practice	connected council – they report once and it is resolved first time. Residents interact with a confident workforce who explain what we can do, how we will do it, take ownership of issues that may not be within their role, and embraces innovation and creative solutions to service delivery.	century expectations about customer service and we are seeking 21st century solutions to managing stock that was mainly built in the 20th century.	learning such as team meetings, workshops, etc	considered at various management meetings.	Homes & Investment Lead: Programme Director Regulatory Response	Improvement Lab that will review test and learn initiatives across the directorate to promote learning and transferrable benefits from pilots.

Theme 4 - Workforce capacity and capability

Theme of non-compliance: Workforce Capacity & Capability is essential for action; however, key roles were at times unfilled or held by staff who in some cases lacked the relevant competency, experience or ownership of issues. Some staff did not consistently feel empowered to escalate concerns or act confidently.

What is changing: 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.

- Managers are working closely with corporate services to develop a 'grow your own' plan, including significant investment in apprentices
- Managers are working closely with HR colleagues to recruit to key compliance roles, including deploying increased staffing resources, over 20 new posts, aligned to additional £1.1m revenue [2025/26] investment to meet health & safety and building safety requirements.

What it looks like to be a Great Landlord:

- Senior leadership understand what people resources in terms of number and competency/expertise is required to fulfil its duties
- Senior leadership have a plan for recruiting and retaining sufficient staff to fulfil its duties
- Resource planning is data-led and evidence-based

Outcome on service quality and tenant experience:

Residents get a more reliable service because the right skills and cover are in place in the roles that keep people safe and work moving. Residents experience fewer handovers, clearer updates, and fewer delays caused by gaps in capacity or unclear responsibilities.

In 2026 to 2027 we continue to invest in our workforce to sustain compliance and service quality. Our approach to service delivery and investment continues to be shaped by feedback from residents and staff gathered through the Creating Great Homes Together consultation, regulatory consumer standards, and our vision for being a Great Landlord. This continued investment in recruiting a Neighbourhood Officer team, a team dedicated to tackling damp and mould, 19 apprentices in the trades of electrics, carpentry, and plumbing, as well as remedial works related to fire safety, water safety and repairs.

We continue to set clear expectations for managers and supervision, and strengthen contractor and client side capability where risk is highest. We will continue to invest in learning and development and work toward a Learning and Development Policy and Code of Conduct for Housing staff, developed with tenants under the Competence and Conduct Standard which comes into effect in October 2026. We will review how we use technology and digital solutions to free up officer capacity so that they can spend time with residents rather than paperwork; and how we involve residents in how we design or improve services.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
We are clear on ownership and accountability for critical roles that are responsible for meeting health & safety compliance requirements and ensure resources are in place to cover any gaps.	Improved consistency and clarity with benefits for compliance and customer service.	Ensure workforce capacity and agility where roles remain unfilled to ensure we have appropriate competencies covered to deliver a safe, compliant, high quality service.	Review market supplement for recruitment as well as learning and development and apprentice programmes to ensure skills required to deliver a safe, high quality compliant	Workforce development plan to be put in place to ensure we have appropriate staff resources to enable a safe, high quality, compliant service.	Sponsor: Director Homes & Investment Lead: Heads of Service, supported by HR Business Partner for Housing.	Evidence measures as outlined below through performance reports, health, safety and compliance monitoring and resident satisfaction, including learning from complaints.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
			service are in place.			Delivery of workforce development plan and apprenticeship programmes.
We ensure that Housing staff are confident and feel empowered to be a strong client and take a relational and performance led approach to contract management to maximise the contract benefits and ensure delivery against specification.	A consistent, high quality, compliant, resident focused contractor experience. Council contractors meeting the expectations of the contract and council to deliver full service benefits and any contractual social value.	Inconsistent contract management risks poor value for money, compromised compliance and a poor quality service experience for residents.	Improved workforce capacity and confidence, including through appropriate learning and development to develop stronger contract management skills. Monthly contract review for contracts. Risk based quality checks.	Increased resources strengthen client function. Learning & development strengthens contract management skills. Audit through regular checking of monthly contractor meetings outcomes, KPIs,	Sponsor: Director Homes & Investment. Lead: Heads of Service	Directorate Procurement Board to review priority contracts. Evidence measures as outlined below through performance reports, health, safety and compliance monitoring and resident satisfaction, including

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
			Corrective actions recorded, time bound, and followed up. Escalation used where performance does not improve.	quality assurance and delivery of social value. Improved compliance, service delivery and resident satisfaction.		learning from complaints.
We focus learning support and development on competencies and skills that keep residents safe, services reliable and high quality. Focus on priority areas, starting with Health & Safety, with a view to build on this to meet the	Engagement with a consistently competent, skilled and knowledgeable workforce delivering safe proactive and compliant services. Clear, consistent and timely responses.	Consistency of resident experience and a service delivered by a capable, correctly resourced landlord is key to tenant experience of our service and resident satisfaction.	We will continue to invest in learning and development and work toward a Learning and Development Policy and Code of Conduct for Housing staff, developed with tenants under the Competence and Conduct Standard which	Increased resident satisfaction measured through both quantitative performance reporting, resident STAR survey and engagement with tenants in qualitative	Sponsor: Director of Homes & Investment Lead: Heads of Service, Compliance leads supported by Learning and Development Lead.	By October 2026. Review of learning & development priorities to ensure compliance with Competency and Conduct Standard. Evidence measures as outlined below through

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
Competence and Conduct Standards			comes into effect in October 2026.	service review and experience. Continued progress in compliance demonstrating ownership, accountability and proactive addressing of risks.		performance reports, health, safety and compliance monitoring and resident satisfaction, including learning from complaints

How we will evidence that this has been achieved.

- Housing Revenue Account Budget and Medium-Term Financial Strategy (for investment in resources including apprentices: [Budget Capital Investment HRA Programme 2026-27 and MediumTerm Financial Strategy.pdf](#))
- Staff Survey and regular 'Pulse' surveys.
- Annual Survey of Tenants & Residents (STAR) and Tenant Satisfaction Measures. [Housing performance – how are we doing?](#)
- Performance reporting (shared quarterly with Housing Area Panels: [Performance reports - council housing](#))
- Housing Safety & Quality Compliance Updates reported to Cabinet on a 6-monthly basis: [Procurement of Housing Stock Condition Contractor.pdf](#).
- Regular Housing Safety & Quality Compliance Updates to Place Overview & Scrutiny Committee: [Housing Safety and Quality Compliance Update.pdf](#).

- Council Plan progress updates to Cabinet which include Housing KPIs [202526 Mid-year Council Plan progress update.pdf](#)

Theme 5 - Data quality and use

Theme of non-compliance: 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 activity and investment priorities, and proactive long-term decision-making.

What is changing: 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:

- Significant investment in new Housing ICT infrastructure and compliance monitoring capacity has been undertaken, including moving toward a one system approach through Housing NEC System and use of The Compliance Workbook.
- The consistent performance in electrical compliance has been a blueprint for use of data to inform planning and monitor delivery.
- We have progressed provision of assurance available via electronic records.
- Data is being used to prioritise works and model the resources required to complete identified works.
- Governance is in place to test assurance of data quality, overseen via our cross-directorate Housing Safety & Quality Assurance Board.

What it looks like to be a Great Landlord:

- A great landlord knows the quality of the stock that they own, what works have been undertaken and when, and can use the information held to plan for preventative maintenance and longer-term capital investment in planned and major works programmes.
- A great landlord ensures that their records are up to date and that the data quality informing those records is good.

Outcome on service quality and tenant experience:

We will know our residents and know their homes through consistent and accurate record-keeping. Residents get clear, consistent updates about what is happening in their home and their block. The council spots trends and risks earlier, acts sooner, and explains

progress more clearly. This means that the service becomes proactive and not always reactive. We strengthen stock knowledge so we can prioritise investment and reduce avoidable repairs demand over time.

In 2026 to 2027 we focus on the essentials. We continue work to ensure the datasets we rely on are robust and informative. Management will regularly sample our electronic record systems.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
We use sampling and case file reviews, to ensure there is accurate record keeping.	Fewer repeat failures that sit behind headline numbers. More consistent outcomes across teams.	Performance can look acceptable while residents still experience poor outcomes, especially where follow up and communication are weak.	Small risk based sampling plan for priority pathways. Findings trigger corrective action with owners and dates. Re check confirms it is fixed.	Sampling record and findings. Actions taken and re check results. Evidence that repeat issues reduce in sampled areas over time.	Sponsor: Director Homes & Investment Lead: Heads of Services	A sampling plan is in place for priority pathways, with a routine record of findings, actions, and re checks.

How we will evidence that this has been achieved.

- Annual Survey of Tenants & Residents (STAR) and Tenant Satisfaction Measures. [Housing performance – how are we doing?](#)
- Performance reporting (shared quarterly with Housing Area Panels: [Performance reports - council housing](#)
- Housing Safety & Quality Compliance Updates reported to Cabinet on a 6-monthly basis: [Procurement of Housing Stock Condition Contractor.pdf](#).

- Regular Housing Safety & Quality Compliance Updates to Place Overview & Scrutiny Committee: [Housing Safety and Quality Compliance Update.pdf](#).
- Council Plan progress updates to Cabinet which include Housing KPIs [202526 Mid-year Council Plan progress update.pdf](#)

Theme 6 - Responsibility for compliance

Theme of non-compliance: 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.

What is changing: 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:

What it looks like to be a Great Landlord:

We will know our residents and their homes, be responsive and decisive, and make compliance decisions grounded in evidence, risk, impact, and residents' voices.

Outcome on service quality and tenant experience:

Residents feel safe and more confident in our homes and services. Checks happen on time, follow up happens quickly, and the council gives clear updates when access is needed or when plans change.

This theme exists because unclear duty holder arrangements, weak end to end control, and inconsistent quality checks create repeat failure.

In 2026 to 2027 we will continue to embed controls that ensure compliance.

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
Ensure that principal accountable persons are supported to	Residents will have confidence about the decisions or recommendations made by the council.	Good health and safety management relies on knowledge and clarity to create	Support the culture of accountability by ensuring that the Scheme of Management is	Confidence to proactively engage with regulators, advocate for resources and	Sponsor: Director Homes & Investment	Scheme of Management accurately reflects who is the PAP for

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
fulfil their duties	Senior leadership will know that advice will be rooted in professional knowledge.	a culture of robust risk management.	clear about who is the PAP and the council ensures that there are arrangements and opportunities to support personal capability and organisational capacity.	clarity between advisory and mandatory actions. Scheme of Management reflects the responsibilities related to safety compliance	Lead: Head of Housing Safety and Regulatory Compliance	each area of compliance. Recruitment of Head of Housing Safety and Regulatory Compliance Service Plan for Housing Safety and Regulatory Compliance
Ensure that all staff understand their duties as part of being a social landlord responsible for ageing stock.	Staff give consistent advice in relation to issues such as fire safety in communal areas	Consistent advice means that residents trust the advice and act on it to keep themselves and their neighbours safe.	Directorate Health and Safety Plans identify mandatory training.	The directorate's Health, Safety and Wellbeing Board monitors the number of staff that should complete the mandatory training	Sponsor: Corporate Director Homes & Adult Social Care Lead: Business Improvement Manager and Health and Safety Business Partner.	100% completion of mandatory training

Commitment	What residents notice	Why it matters	How we stop repeat failure	How we prove it	Leadership and delivery	Milestones/ Deliverables
Ensure that the overall structure as ways of working within the directorate support the council being a responsive landlord	The council has no wrong door, offers a seamless experience of services and takes a proactive approach to planning service delivery and programmes of works.	Residents need a reliable and responsive council that it can be confident in, in terms of the safety and quality of their homes and estates	Appoint consultants to support developing a Target Operating Model that reflects the council being a 21 st century landlord responsible for mainly 20 th century stock	The Target Operating Model will inform the workforce plan for Housing Safety and Regulatory Compliance and Housing Investment and Asset Management	Sponsor: Director Homes & Investment Lead: Business Improvement Manager.	A Workforce Plan that supports staff being proactive about safety and plans programmes of work focused on preventing or reducing reactive repairs.

How we will evidence that this has been achieved.

- Housing Safety & Quality Compliance Updates reported to Cabinet on a 6-monthly basis: [Procurement of Housing Stock Condition Contractor.pdf](#).
- Regular Housing Safety & Quality Compliance Updates to Place Overview & Scrutiny Committee: [Housing Safety and Quality Compliance Update.pdf](#).
- Regular Updates to Housing Area Panels, including [Performance reports - council housing](#).
- Audit Standards & General Purposes Committee, Code of Corporate Governance and Risk Management Framework: [Code of Corporate Governance and Risk Management Framework.pdf](#)
- Audit, Standards & General Purposes Committee, External Auditor's Annual Report to Audit & Standards Committee [VFM cover report JH.pdf](#)

