

## CBC's Council Housing Improvement Plan 2025-28

| No. | Objective                                                              | Outcomes / Measures                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Actions for 2025/26                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                                                                               | Owner(s)                           | Target date | Actions for 2026/27 (live column)                               |
|-----|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|------------------------------------|-------------|-----------------------------------------------------------------|
| 1.  | The repairs and maintenance service is effective, efficient and timely | Percentage of 'Right to Repair' repairs completed in timescale<br>Percentage of standard repairs completed in timescale<br>TSM measure: Satisfaction with the overall repairs service over the past 12 months<br>TSM measure: Satisfaction with the time taken to complete your most recent repair after you reported it<br>Quarterly transactional survey - tenant satisfaction with quality of repair work<br>Quarterly transactional survey - tenant satisfaction with updates / communications during repair<br>Number of live disrepair claims | Complete review of trades employees terms and conditions to strengthen budget management and efficiency<br><br>Complete restructure of Housing Property Services (HPS) to increase capacity and strengthen accountability for performance management and reporting, customer care and continuous improvement<br><br>Implement Total Mobile Solutions, to improve efficiency of repairs scheduling, robustness of performance information, and communication with tenants | HR, Housing<br><br>Service Director, Head of HPS<br><br>Head of HPS, IT       | Sep 25<br><br>Mar 26<br><br>Mar 26 |             | Carry out further efficiency reviews of HPS                     |
| 2.  | The level of void properties continues to reduce, with a target of 325 | Overall number of void properties<br>Voids as a percentage of stock<br>Number of tenancy commencements                                                                                                                                                                                                                                                                                                                                                                                                                                              | Reduce the overall number of void properties from 455 (31 <sup>st</sup> March 25) to 325 by the end of the reporting year, reducing the budget pressure associated with void rent loss from 2026/27                                                                                                                                                                                                                                                                      | Head of HPS, Head of Housing Assets, Head of Housing Management (all actions) | Mar 26                             |             | Reduce the number of voids to 2% of stock by the end of 2026/27 |

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|     | by the end of 2025/26                                                         | Number of tenancy terminations                                                                                                                                                                                                                                                                                                                                                                              | Review processes and cross-service working arrangements to reduce the amount of repair work required at the void stage                                                                                                                                                                                                             |                                      | Oct 25                                           |                                                                                                                                                   |
| 3.  | Homes meet the decent homes standard and have a good energy efficiency rating | TSM measure: Satisfaction that their landlord provides a home that is well-maintained<br><br>Percentage of homes with an up-to-date stock condition survey<br><br>Percentage of homes with a valid energy performance certificate (EPC)<br><br>Average EPC/SAP rating of homes with an in-date EPC<br><br>Percentage of homes that <b>do not</b> meet the current decent homes standard (reported annually) | Complete the migration of stock data to the new NEC Asset Management module<br><br>Complete work on NEC modules to ensure all data is accurate and accessible<br><br>Review the 5 year housing capital programme and report this to Cabinet for approval<br><br>Procure contractor to deliver the Wave 3 decarbonisation programme | Head of Housing Assets (all actions) | Jul 25<br><br>Jan 26<br><br>Feb 26<br><br>Mar 26 | Deliver first half of Wave 3 programme and report on outcomes<br><br>Change the system to reflect government's new Decent Homes Standard and MEES |
| 4.  | Council homes meet the highest levels of safety and compliance                | Percentage of homes with a gas safety certificate less than 12 months old<br><br>Percentage of homes with an EICR certificate completed within the past 5 years                                                                                                                                                                                                                                             | Publish policies on safety and compliance to ensure tenants understand our approach and are confident their homes are safe<br><br>Deliver a seminar to Members to raise awareness of the housing safety compliance policies and action to be taken to prevent / address issues                                                     | Head of Housing Assets (all actions) | Jun 25<br><br>Jul 25                             | Commence work on the Flamsteed Crescent blocks                                                                                                    |

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|     |                                                                                     | Percentage of required fire risk assessments completed<br>Number of overdue level 1 fire safety actions<br>Percentage of required asbestos surveys completed / reinspected<br>Percentage of required water safety tests completed<br>Percentage of passenger lift inspections completed<br>Percentage of solid fuel appliances tested | Confirm detailed management plans for all compliance policies including clear ownership for escalation of remedial actions<br><br>Procure contractor to complete fire safety remediation work on the five-storey blocks at Flamsteed Crescent                                                                                                                                                        |                                      | Nov 25<br><br>Mar 26                             |                                                                                                                       |
| 5.  | Cases of damp, mould and condensation (DMC) are dealt with promptly and effectively | Number of DMC cases that are serious / urgent<br><br>Total number of reported cases of DMC on the tracker<br>-Of which, number where a fan installation is planned<br><br>-Of which, further action is required                                                                                                                       | Publish policy on damp, mould and condensation, to ensure tenants understand our approach<br><br>Conduct internal audit of our approach to DMC and respond to any recommendations<br><br>Deliver a seminar to Members to raise awareness of the DMC policy and action to be taken to prevent / address issues<br><br>Conduct a gap analysis against Awaab's Law to ensure full compliance by October | Head of Housing Assets (all actions) | Jun 25<br><br>Jun 25<br><br>Jul 25<br><br>Sep 25 | Conduct a mid-year review of compliance with Awaab's Law<br><br>Implement annual training / refresher training on DCM |

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|     |                                                                                                                                       |                                                                                                                                                                                                                                                           | Complete an annual review of the DMC tracker and identify any improvements                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                            | Nov 25                                           |                                   |
| 6.  | Neighbourhoods are tidy, communal areas are clean and well-maintained and antisocial behaviour is dealt with promptly and effectively | TSM: Satisfaction that communal areas are clean and well-maintained<br><br>TSM: Satisfaction with the landlord's approach to antisocial behaviour<br><br>Number of live ASB cases<br><br>TSM: Satisfaction that the landlord provides a home that is safe | Review outcomes from new community surveyor initiative and identify any future opportunities<br><br>Carry out a comprehensive review of ASB with our tenant engagement groups                                                                                                                                                                                                                                                              | Head of Housing Management (all actions)                                                                                                   | Dec 25<br><br>Feb 26                             |                                   |
| 7.  | The services we provide recognise our tenants' protected characteristics, and tenants can access housing support when they need it    | Number of Personal Housing Plans completed<br><br>Number of live tenancy support cases<br><br>Percentage of tenancies ending within the first 12 months                                                                                                   | Recruit housing digital project manager to look at how we can integrate systems and information about our tenants<br><br>Design and deliver a campaign to obtain up to date information from tenants so systems can be updated<br><br>Collate information to produce quarterly summary of outcomes from tenancy support<br><br>Develop key performance indicators to measure percentage of tenants for whom we have up to date information | Service Director, IT, Transformation<br><br>Service Director, IT, Transformation<br><br>Head of Housing Management<br><br>Service Director | Nov 25<br><br>Feb 26<br><br>Jan 26<br><br>Feb 26 |                                   |

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| 8. | Tenants can access information that matters to them, in a way that works for them, including information about the changes made as a result of their involvement | TSM: Satisfaction that the landlord keeps tenants informed about things that matter to them<br><br>Number of hits on our housing webpage<br><br>TSM: Proportion of respondents who report that they are satisfied that their landlord listens to their views and acts upon them | Promote housing website on every letter, via leaflet handed out by gas engineers during annual gas service visit and by housing officers during tenancy visits – so more tenants see the ‘you said, we did’ outcomes<br><br>Improve communications via WhatsApp channel and posting in Facebook communities, to reach more people<br><br>Provide more information for tenants about investment programmes                             | All Heads of Service, Communications<br><br>All Heads of Service, Communications<br><br>Head of Housing Assets | Ongoing<br><br>Oct 25<br><br>Dec 25              | Deliver more information digitally to tenants who have indicated this as preferred contact |
| 9. | The services we provide are fair and transparent, and complaints about housing services are addressed fairly, effectively and promptly                           | TSM: Satisfaction that the landlord treats tenants fairly and with respect<br><br>TSM: Satisfaction with the landlord’s approach to complaint handling<br><br>Percentage of complaints responded to within timescales (quarterly)                                               | Produce clear summaries of our key policies and procedures and ensure these are easily available to tenants, staff and Elected Members<br><br>Review procedures for recharges and compensation and publish clear information on website<br><br>Recruit 3 permanent members of staff to deal with customer complaints<br><br>Complete outstanding actions to ensure full compliance with the Housing Ombudsman complaint handling code | All Heads of Service<br><br>Service Director<br><br>Service Director<br><br>All Heads of Service               | Mar 26<br><br>Dec 25<br><br>Mar 26<br><br>Dec 25 |                                                                                            |