

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	<p>Percentage of 'Right to Repair' repairs completed in timescale</p> <p>Percentage of standard repairs completed in timescale</p> <p>TSM measure: Satisfaction with the overall repairs service over the past 12 months</p> <p>TSM measure: Satisfaction with the time taken to complete your most recent repair after you reported it</p> <p>Quarterly transactional survey - tenant satisfaction with quality of repair work</p> <p>Quarterly transactional survey - tenant satisfaction with updates / communications during repair</p> <p>Number of live disrepair claims</p>	<p>Complete review of trades employees terms and conditions to strengthen budget management and efficiency</p> <p>Complete restructure of Housing Property Services (HPS) to increase capacity and strengthen accountability for performance management and reporting, customer care and continuous improvement</p> <p>Implement Total Mobile Solutions, to improve efficiency of repairs scheduling, robustness of performance information, and communication with tenants</p>	<p>HR, Housing</p> <p>Service Director, Head of HPS</p> <p>Head of HPS, IT</p>	<p>Sep 25</p> <p>Mar 26</p> <p>Mar 26</p>	Carry out further efficiency reviews of HPS
2.	The level of void properties continues to reduce, with a target of 325	<p>Overall number of void properties</p> <p>Voids as a percentage of stock</p> <p>Number of tenancy commencements</p>	Reduce the overall number of void properties from 455 (31 st 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	<p>TSM measure: Satisfaction that their landlord provides a home that is well-maintained</p> <p>Percentage of homes with an up-to-date stock condition survey</p> <p>Percentage of homes with a valid energy performance certificate (EPC)</p> <p>Average EPC/SAP rating of homes with an in-date EPC</p> <p>Percentage of homes that do not meet the current decent homes standard (reported annually)</p>	<p>Complete the migration of stock data to the new NEC Asset Management module</p> <p>Complete work on NEC modules to ensure all data is accurate and accessible</p> <p>Review the 5 year housing capital programme and report this to Cabinet for approval</p> <p>Procure contractor to deliver the Wave 3 decarbonisation programme</p>	Head of Housing Assets (all actions)	<p>Jul 25</p> <p>Jan 26</p> <p>Feb 26</p> <p>Mar 26</p>	<p>Deliver first half of Wave 3 programme and report on outcomes</p> <p>Change the system to reflect government's new Decent Homes Standard and MEES</p>
4.	Council homes meet the highest levels of safety and compliance	<p>Percentage of homes with a gas safety certificate less than 12 months old</p> <p>Percentage of homes with an EICR certificate completed within the past 5 years</p>	<p>Publish policies on safety and compliance to ensure tenants understand our approach and are confident their homes are safe</p> <p>Deliver a seminar to Members to raise awareness of the housing safety compliance policies and action to be taken to prevent / address issues</p>	Head of Housing Assets (all actions)	<p>Jun 25</p> <p>Jul 25</p>	Commence work on the Flamsteed Crescent blocks

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

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

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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	<p>TSM: Satisfaction that the landlord keeps tenants informed about things that matter to them</p> <p>Number of hits on our housing webpage</p> <p>TSM: Proportion of respondents who report that they are satisfied that their landlord listens to their views and acts upon them</p>	<p>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</p> <p>Improve communications via WhatsApp channel and posting in Facebook communities, to reach more people</p> <p>Provide more information for tenants about investment programmes</p>	<p>All Heads of Service, Communications</p> <p>All Heads of Service, Communications</p> <p>Head of Housing Assets</p>	<p>Ongoing</p> <p>Oct 25</p> <p>Dec 25</p>	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	<p>TSM: Satisfaction that the landlord treats tenants fairly and with respect</p> <p>TSM: Satisfaction with the landlord’s approach to complaint handling</p> <p>Percentage of complaints responded to within timescales (quarterly)</p>	<p>Produce clear summaries of our key policies and procedures and ensure these are easily available to tenants, staff and Elected Members</p> <p>Review procedures for recharges and compensation and publish clear information on website</p> <p>Recruit 3 permanent members of staff to deal with customer complaints</p> <p>Complete outstanding actions to ensure full compliance with the Housing Ombudsman complaint handling code</p>	<p>All Heads of Service</p> <p>Service Director</p> <p>Service Director</p> <p>All Heads of Service</p>	<p>Mar 26</p> <p>Dec 25</p> <p>Mar 26</p> <p>Dec 25</p>	