

Agenda item 2.
Responding to tenants' feedback Housing Management action plan

Ref	Action	Sub-tasks		Target	Progress	Owner	Status
	1. Communication and feedback	<p>'Better communication, I had a housing officer lady come to check my house make sure it was safe and well kept. I asked her a number of questions to which she told me that she would get back to me. This was months ago' (TSMs survey 2025/26, tenant comments)</p> <p>'Not providing good customer journey' (Tenant feedback from TSMs event in July 2025)</p> <p>'Listen and treat people fairly' (TSMs survey 2025/26, tenant comments)</p> <p>'Accountability and ownership – not being passed about' (Tenant feedback from TSMs event in July 2025)</p>					
1.1	Plan delivery of communications sessions for all Housing Management staff	Book dates for staff sessions ensuring mixed discipline groups.	√	Nov 25	Sessions booked and completed.	Head of Housing Management, Housing Managers	Complete
		Prepare sessions to include workshop elements and key communication and feedback themes e.g. standard greetings, out of office arrangements, wearing and showing ID, provide alternative contacts, communication skills and feedback.	√	Nov 25	Sessions planned and delivered in Dec 2025.		Complete
1.2	Deliver the sessions	Complete sessions.	√	Dec 25	Delivered Dec 2025.	Head of Housing Management,	Complete
		Collate feedback and suggestions from the sessions.	√	Dec 25			Complete

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		Compile consistent communication service standard.		Jan 26	In progress – management team reviewing.	Housing Managers	In progress
1.3	Implement new service standards and expectations for staff	Meet with all staff to launch the new communication service standard		Feb 26		Head of Housing Management, Housing Managers	Not started
		Reinforce message at VIPs and 121 And team meetings.		Feb 26 onwards		Housing Managers	Not started
2. Engage with tenants on our anti-social behaviour service.		<p>‘Decrease the time it takes to act on tenants with anti-social behaviour. Our case too over 3 years to solve.’ (TSMs survey 2025/26, tenant comments)</p> <p>‘Working alongside Police – would like to see publication of joint working done with other agencies’ (Tenant feedback from TSMs event in July 2025)</p>					
2.1	Plan sessions with tenants, Housing Management, Tenant Engagement, Community Safety Partnership, Police	Contact recent tenants who had a recent anti-social behaviour (ASB) case for feedback and invite to the workshops.	√	Oct 25	Tenants identified by Environment Officers and currently being contacted by Tenant Engagement Officers.	Head of Housing Management, Housing Managers,	Complete
		Workshop sessions booked.	√	Oct 25	Complete – sessions planned: 03.11.25 17.11.25 01.12.25	Tenant Engagement Team	Complete

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2.2	Deliver the sessions	Deliver sessions with relevant representation of partner teams.	√	Nov + Dec 25	Sessions planned: 03.11.25 17.11.25 01.12.25	Head of Housing Management, Housing Managers, Tenant Engagement Team	Complete
		Collate feedback from the sessions for discussion and consideration.	√	Dec 25	HSET compiled report with themes and suggestions.		Complete
2.3	Create action plan / review content	Review findings and create a service action plan.		Feb 26	Review meeting planned for Jan. Further workshop with tenants planned Jan.	Head of Housing Management	In progress
3. Increase visibility of Environment Officers and housing staff		<p>'Would like to see more of a physical presence on the estates e.g. Environment Officers. Don't see Tenancy Officers enough.' (Tenant feedback from TSMs event in July 2025)</p> <p>'Presence of the Tenant Engagement van is good. Shows visibility and allows people to report issues.' (Tenant feedback from TSMs event in July 2025)</p> <p>'Nobody is monitoring the level of service provided by contractors – e.g., grounds maintenance' (Tenant feedback from TSMs event in July 2025)</p> <p>'Maybe tenant's expectations need to be managed about what they can expect from CBC as their landlord.' (Tenant feedback from TSMs event in July 2025)</p> <p>'Need to boast more about positive stories, changes, service improvements on social media and other platforms' (Tenant feedback from TSMs event in July 2025)</p>					

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3.1	Review livery on vans	Speak to Fleet re cost of specific magnetic signage for works vans.	√	Nov 25	Quotes obtained.	Head of Housing Management	Complete
		Speak with Communications team re. approving designs.	√	Nov 25	Designs approved with Comms.	Head of Housing Management	Complete
		If cost effect, implement new signage.	√	Jan 26	Signs in place on Environment Officer vans.	Head of Housing Management, Housing Managers	Complete
3.2	Review liveried uniform	Speak to Stores / suppliers on options of personalised livery for the team on hi-vis / uniform.	√	Nov 25	Supplier identified.	Head of Housing Management, Housing Managers	Complete
		Speak with Communications team re. approving designs.	√	Nov 25	Designs approved with Comms.	Head of Housing Management	Complete
		If cost effect, implement new liveried uniform.	√	Dec 25	Liveried hi-vis vests for Environment Officers in place.	Head of Housing Management, Housing Managers	Complete
3.3	Promote officer roles	Work with the team and communications team to develop a 'day in the life' article. For website and social media.	√	Jan 26 release role info quarterly.	Environment Officer role complete and live on website and	Housing Managers	In progress - further release throughout

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					being used for social media. Other articles on roles to be prepared and released throughout the year.		the year for other roles.
3.4	Link officers with Community Surveyor inspections	Housing staff to support the joint inspections of communal areas (internal and external).	√	Oct 25 - ongoing	Environment Officers and Housing Officers involved in Community Surveyor inspections	Housing Managers, Tenant Engagement Team	Complete - ongoing commitment
3.5	Tenant voice to input on internal and external communal estate standards	Feedback from community surveyor role inspections directly to Housing Management.	√	Oct 25 - ongoing	Feedback fed directly back to Housing Management for review and action. Cleaning information used in contract monitoring meetings with Environmental Services.	Housing Managers, Tenant Engagement Team	Complete - ongoing commitment
		Housing staff to support the delivery of the community surveyor roles.	√	Oct 25 - ongoing	Housing staff, tenants and Tenant Engagement team supporting the Community Surveyor role.	Housing Managers, Tenant Engagement Team	Complete - ongoing commitment

Responding to tenant feedback - Housing Property Services and Asset Management action plan October 2025

Ref	Action	Sub-tasks	Target	Milestones/Progress	Owner	Status
1	Communication Keeping Tenants informed and updated	<p>Around 1/3 of negative comments received related to communication (Repairs transactional survey 2024-25)</p> <p>'Repairs comms is terrible, no call or texts when operative are on their way or running late – waste of time and resources. Could be a quick and simple fix' (Tenant feedback from TSMs event in July 2025)</p> <p>'When sent information about new windows, keep us updated, don't leave us hanging.' (TSMs survey 2025/26, tenant comments)</p> <p>'Some repair appointments I've had I've not been told about and then when the work men have turned up I was at work, then I will receive a letter a day or so after the appointment.' (TSMs survey 2025/26, tenant comments)</p>				
	<ul style="list-style-type: none"> • Information before the repair date. • Reduce letters • Timely reminders about repairs. • Acknowledgements for emails to ensure the email has been received and being dealt with 	<ul style="list-style-type: none"> • Implementation of Total Mobile where emails and text will be sent informing tenants of repairs and updates nearer the time the repair is planned • Consider the implementation of 'Locator' in NEC which communicates with tenants for asset functions i.e condition 	April 26	Total Mobile is well into the implementation and User testing. Testing email and text messaging to tenants through Total Mobile will include tenants from tenant engagement groups.	Head Of Service HPS	In progress
			April 26		Head of Service Asset management	Awaiting further development and testing.
						Not Started

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		surveys/ EPC's/ programme updates <ul style="list-style-type: none"> • Discussions to take place with ICT to determine what can be put in place to acknowledge emails from the repair.request email box • Review the 'K' letters sent to tenants informing them of the capital programme • Updating of changes to the programme • Sharing of information between teams on capital programmes and work streams 		Dec 25 April 2026	DP contacted ICT Jan 26. Awaiting response. All correspondence to tenants being reviewed ready for new programmes to start in April 2026. Programme lists and changes being shared with Assets and HPS delivery teams in preparation for April 2026 start.	Head Of Service HPS Head of Service Asset Management	In Progress In Progress In Progress
2	Taking tenants seriously and treating tenants with fairness and respect (listening and acting)	'Listen to tenants problems and be honest.' (TSMs survey 2025/26, tenant comments) 'Remember these are people's homes and any issues impact on these people' (Tenant feedback from TSMs event in July 2025)					
	<ul style="list-style-type: none"> • Clear honest messages and information about repairs and programmes 	<ul style="list-style-type: none"> • Workshops and toolbox talk with trade employees and office staff in relation to better communications skills and techniques 		Feb 2026	Discussions taken place with HR to determine training requirements and delivery. Dates for	Head Of Service HPS	Not Started Not Started

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	<p>related to their home.</p> <ul style="list-style-type: none"> Keeping tenants updated 	<ul style="list-style-type: none"> Taking ownership of an enquiry and signposting to the correct team/ individual 			training to be agreed between HO HPs & HO AM.	Head of Service Asset Management
3	<p>Consistency of notes and conversations recorded on ICT systems visible to all users</p>	<p>1 in 10 repair jobs were not started on the day of the appointment (Repairs transactional survey 2024-25)</p> <p>'Phoned to say after ten as tenant in hospital. Arrived first time before 9am and phoned tenant in hospital (should say on notes, phone sister), second time arrived 9:45am.' (Repairs transactional survey 2024-25)</p> <p>'Been waiting for this repair since September 2024, had four visits but no work has been done on the issue, just got told need to order the part on all occasions someone has been.' (Repairs transactional survey 2024-25)</p>				
	<p>Consistency of notes and conversations recorded on ICT systems visible to all users – save repeat visits and reduce 'chasing' calls</p>	<ul style="list-style-type: none"> Training for users on ICT repairs systems Engage with ICT to review the various systems related to repairs and understand what improvements can be made to 'link' systems 	April 2026	This training will form part of the Total Mobile training	Head Of Service HPS	Not Started
4.	<p>Employee and staff conduct and being professional</p>	<p>Over ¼ of workers did not show their ID (Repairs transactional survey 2024-25)</p> <p>'The worker didn't put shoe protectors on, so had work boots on my new carpet' (Repairs transactional survey 2024-25)</p> <p>'Leftover wood put in blue bin (recycling). I'm having a new hip so this process was difficult to get the wood out of the bin.' (Repairs transactional survey 2024-25)</p>				

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		<ul style="list-style-type: none"> • Toolbox talk for trades and staff to cover wearing of ID badges, alternative option from lanyards? • Basic expectations from people visiting tenant homes communication, work wear, leaving the property clean and tidy. 	Feb 2026	Message delivered to 160 employees during Team Brief November 25	Head Of Service HPS	Completed but will be a constant reminder in team meetings
5	Increase the number of available appointments available for repairs	<p>14.7% of respondents did not find it easy to get a suitable appointment (Repairs transactional survey 2024-25)</p> <p>'Appointments that working tenants could access easier.' (TSMs survey 2025/26, tenant comments)</p> <p>'Make appointments a bit more flexible regarding time periods for people like me who work.' (Repairs transactional survey 2024-25)</p>				
		<ul style="list-style-type: none"> • Increase the number of evening and Saturday appointment slots available for repairs • Increase the number of Friday PM appointments 	Oct 2025 Ongoing	<p>Appointments slots have been increased across evening, weekend and Friday PM.</p> <p>This is being monitored and will increase where possible governed by workload and resource availability to meet the demands.</p>	Head Of Service HPS	Completed but to be monitored.