

Source RSH Judgement / HQN / Pennington's / Other	Issue	Root Cause	Specific Activities	Measurable Outcomes	Achievable Resources & Inputs	Relevant Consumer Standard (Reference specific paragraphs)	Milestones	Target Date	Revised Target Date (for re-profiling)	Responsible / Accountable	Status (not started, in progress, requiring support, complete)	Monitoring & Evidence
RSH / HQN	1. Complaints handling	Lack of independent complaints team and inconsistent processes	<ul style="list-style-type: none"> Establish a "specialist complaints team" independent of delivery units Roll-out automated Stage 1 feedback surveys Record complaints consistently Respond to complaints fairly, effectively and promptly Increase the number of complaints recorded set up a process for learning from complaints 	<ul style="list-style-type: none"> 0 overdue Stage 2 investigations >15 days ≥ 90 % tenant satisfaction with complaints closure 	<ul style="list-style-type: none"> Recruit 2 FTE investigators Training budget for Housing Ombudsman code 	Consumer Standard: Complaints Handling	<ul style="list-style-type: none"> Improved process for complaints has been put in place Specialist stage 1 complaints team has been established Lessons learnt compiled and being reviewed in monthly meetings by managers Letter received October 2025 from the Housing Ombudsman confirming the Council has complied with the Housing Ombudsman's Annual Submission process. 	27-Feb-26		Lead: Customer Engagement and Business Support Manager Accountable: Head of Housing	In progress	<ul style="list-style-type: none"> Information on team structure, training certificates, survey results Minutes from monthly meeting Reporting of figures to governance (CS&CB, HSC, Cabinet)
RSH / HQN	2. Repairs backlog & per	Poor data quality, no systematic timetable for outstanding jobs	<ul style="list-style-type: none"> Cleanse live repairs data; validate backlog Implement weekly "backlog blitz" action plan 	<ul style="list-style-type: none"> Outstanding jobs >30 days down to < 5 % of total Emergency repair target met in 95 % of cases 	<ul style="list-style-type: none"> Contractor liaison meetings Use ActiveH scheduling module 	Consumer Standard: Repairs & Maintenance	<ul style="list-style-type: none"> Reduction in overall numbers due to weekly contractor liaison meetings 	31-Mar-26		Lead: Compliance Manager Accountable: Head of Assets	In progress	<ul style="list-style-type: none"> Weekly KPI dashboard Evidence folder with before/after backlog reports; contractor meeting minutes
RSH / HQN	3. Aids & adaptations se	Reactive delivery model; no formal policy or business case	<ul style="list-style-type: none"> Develop and approve A&A policy and business case Re-negotiate contractor SLA for target turnaround times 	<ul style="list-style-type: none"> ≥ 90 % of adaptations completed within 10 weeks of request 	<ul style="list-style-type: none"> Policy working group (Housing, Finance, Procurement) External consultant input 	Consumer Standard: Neighbourhood & Community	<ul style="list-style-type: none"> Policy to be approved by Cabinet in November Continuation to report quarterly figures in PAF Review of budgetary spend 2023/24 and 2024/25 this will be fed into correct budge 	31-Dec-25	3/31/2026: This enables time to implement policy and track appropriately	Lead: Asset Manager Accountable: Head of Housing	In progress	<ul style="list-style-type: none"> Policy document version control in Teams SLA sign-off scanned to Monday.com; monthly delivery report
RSH / HQN	4. Communal areas risk	Incomplete inspection regime; no full compliance matrix	<ul style="list-style-type: none"> Complete "Big 6" compliance matrix Launch quarterly risk-based estate inspections Log actions for third-party areas 	<ul style="list-style-type: none"> 100 % communal risk items assessed 100 % high-risk actions closed within 28 days 	<ul style="list-style-type: none"> Inspection team resource allocation ActiveH inspection module setup 	Consumer Standard: Neighbourhood & Community	<ul style="list-style-type: none"> Development of information flyers that are provided to all tenants. Also included in sign up pack. All communal areas to be checked and monitored for risk 	28-Feb-26		Lead: Landlord Services Manager Accountable: Head of Housing	In progress	<ul style="list-style-type: none"> Inspection schedule and attendance logs Action closure evidence uploaded to inspection records

RSH / HQN	5. Tenant Satisfaction M	Manual survey collection; delay publishing on web	<ul style="list-style-type: none"> Automate quarterly data exports to web publication Brief staff on TSM importance 	<ul style="list-style-type: none"> TSM dataset 100% complete each quarter Web publication within 5 working days of quarter end 	<ul style="list-style-type: none"> set up internal process for the collection of survey outcomes internally at Quarterly intervals Web team support for uploads 	Consumer Standard: Tenant Involvement & Empowerment	<ul style="list-style-type: none"> Annual submission 24/25 published within the regulatory timeframe and in the correct format Internally managed surveys in place, results being recorded, analysed and reported through the Service Area Plan and Performance Assurance Framework. Improved satisfaction levels being reported against the 24/25 annual TSM submission. 	31-Jan-26		<p>Lead: Business Development and Change Manager</p> <p>Accountable: Head of Housing</p>	In progress	<ul style="list-style-type: none"> Live link to published TSM pages Survey results published to members through performance reporting process.
RSH / HQN	6. Stock Condition Surve	Last SCS dated from 2016. SCS was contracted and there has been difficulty accessing 25% of properties and no HRA Management Strategy in place	<ul style="list-style-type: none"> Update ActiveH with data from 75% of SCS Create HRA Management Strategy Bring SCS in-house with surveyors to complete and create a 20% rolling programme going forward 	<ul style="list-style-type: none"> Clear understanding of Decent Homes Planned programme linked to capital investment 	<ul style="list-style-type: none"> Recruit 2 FTE Surveyors Input to ActiveH (reports) Planned programme to complete remaining 25% 	Consumer Standard: Safety & Quality	<ul style="list-style-type: none"> Active Mobile used for reporting Input to ActiveH (reports) Planned programme to be updated based on data from SCS 	29-Aug-25	30-Jun-26	<p>Lead: Asset Manager</p> <p>Accountable: Head of Housing</p>	In progress	<ul style="list-style-type: none"> Reporting regularly to governance (CS&CB, HSC, SLT, Informal Cabinet, Cabinet).
RSH / Pennington's	7. Remedial Actions - Fire	Reporting of over 1600 overdue fire remediation actions.	<ul style="list-style-type: none"> Review of overdue actions by Fire Safety Lead Re-Categorisation of historical FRAs Report monthly on standing 	<ul style="list-style-type: none"> Clear reporting and completion dates for historical remedial actions Continued monitoring of remedial actions from new Fire Risk Assessments 	<ul style="list-style-type: none"> Recruit Compliance Officer Input and tracked through ActiveH (historical and new actions) 	Consumer Standard: Safety & Quality	<ul style="list-style-type: none"> Reduction in historical fire remedial actions All have been categorised Monthly reporting to governance (CS&CB, HSC) 		30/03/2029 - Major projects work	<p>Lead: Asset Manager</p> <p>Accountable: Head of Housing</p>	In progress	<ul style="list-style-type: none"> Reporting regularly to governance (CS&CB, HSC, SLT, Informal Cabinet, Cabinet). Project remediation discussions take place at officer governacne level
RSH / Pennington's	8. Smoke and Carbon Mor	Not able to evidence meeting of legal requirements.	<ul style="list-style-type: none"> Data validation to ensure link to ActiveH Report monthly on standing 	<ul style="list-style-type: none"> Monthly compliance figures to be reported Input and tracked through ActiveH 		Consumer Standard: Safety & Quality	<ul style="list-style-type: none"> Reduction in non-compliance actions Showing compliance with legal requirements 	28-Feb-26		<p>Lead: Compliance Manager</p> <p>Accountable: Head of Assets</p>	In progress	<ul style="list-style-type: none"> Reporting regularly to governance (CS&CB, HSC, SLT, Informal Cabinet, Cabinet).
HQN	9. Policies and Strategies	Lack of policies and strategies as well as the ability to show delivery.	<ul style="list-style-type: none"> Draft policies and strategies to be created or existing policies to be reviewed Use of 3rd party experts for best practice 	<ul style="list-style-type: none"> Policies and strategies going through all levels of governance (RIG, CS&CB, HSC, and Cabinet) Being run on a priority basis 	<ul style="list-style-type: none"> Use of critical friends (HQN, ARK, etc) SME responsible for their specific areas 	Consumer Standard: Safety & Quality	<ul style="list-style-type: none"> 6 policies have been reviewed by RIG, CS&CB, HSC and informal Cabinet 	30-Jun-26		<p>Lead: Various Managers</p> <p>Accountable: Head of Housing</p>	In progress	<ul style="list-style-type: none"> Reporting regularly to governance (CS&CB, HSC, SLT, Informal Cabinet, Cabinet).

RSH / HQN	10. Information relating to	Poor data quality, no systematic timetable for outstanding jobs	<ul style="list-style-type: none"> • Validation of data based on external and internal SCS • Improve data quality based input into ActiveH • Based on data create timescale based planned programme for new jobs and show timetable for outstanding jobs 	<ul style="list-style-type: none"> • Development of HRA Asset Management Strategy • Planned maintenance programme monitored through engagement channels. 	<ul style="list-style-type: none"> • Update 30 year business plan to ensure DHS is achievable in 100% of stock. • Use of critical friends (HQN, ARK, etc) 	Consumer Standard: Safety & Quality	<ul style="list-style-type: none"> • Data from Active Mobile used for input to ActiveH • Planned programme to be updated based on data from SCS • Plan will outline when the stock will meet the DHS 	30-Jun-26		Lead: Asset Manager Accountable: Head of Housing	In progress	<ul style="list-style-type: none"> • Reporting regularly to governance (CS&CB, HSC, SLT, Informal Cabinet, Cabinet).
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