

FWH 2024/25 Business Plan Priorities

Housing Company Objective	Priority for 2025/26	Key Tasks for 2025/26	Task Owner	Due Date	RAG	December 2025 Update
Providing a Consistently Good Housing Service	1. Monitor results of new tenant satisfaction measures	Monitor the result of new tenant satisfaction measures and provide regular reporting on tenant satisfaction every 6 months	Housing Companies Operational Manager	Dec-25	On Track	The most recent tenant satisfaction report was presented at the November 2025 Board away day, showing an increase in overall satisfaction compared to the figures reported in July 2025. Across the portfolio, there were 45 responses, which represents a small sample size given the overall stock. Further work is needed to improve response rates and enhance tenant satisfaction on the whole. To support progress on Tenant Satisfaction Measures (TSMs), Housing Management will present a Housing and Tenant Satisfaction Improvement Programme at the December Board meeting.
Providing a Consistently Good Housing Service	2. Improve income collection performance	Monitor and improve income collection performance	Housing Companies Operational Manager	Dec-25	On Track	Rent collection continues to be monitored through monthly performance reports, and at the time of writing income collection was trending at 1.18% up on last year at 93.89% although still falling below the 98.58% collection target. To support improvement, HMS are implementing a new dashboard to monitor performance and will be providing the Board with more detailed analysis of performance and trends.
Providing a Consistently Good Housing Service	3. Monitor complaints using improved portal	Monitor complaints using new improved portal and implement regular reporting to the Board on complaints oversight	Housing Companies Operational Manager	Dec-25	On Track	The most recent review of complaints and TSMs was in May 25, with a further review due to be presented at the December 25 Board meeting.
Providing a Consistently Good Housing Service	4. Maintain regulatory compliance	Ensure compliance with the Regulator of Social Housing's consumer and economic standards, as well as the Housing Ombudsman's Complaint Handling Code	Strategy & Delivery Manager	Complete	Completed	Self-assessments against the Housing Ombudsman's Complaint Handling code are carried out yearly with the last one being carried out in December 25. Since the update to the policy last year, FWH remains compliant with the requirements of the code.
Delivering Safe and Sustainable Homes	5. Refine and implement asset management & decarbonisation strategy	Develop and implement asset management and decarbonisation strategy	Senior Finance Analyst & Head of Housing Property Services	Ongoing		The Asset Management Strategy was approved by the Board in September 2025. Following approval, FWH officers will now work with Property Services to carry out stock condition surveys on properties currently rated EPC D with no potential for improvement. Once the condition of the properties has been assessed, officers will use the strategy to plan and implement the necessary works.
		Develop and agree a stock rationalisation approach	Strategy & Delivery Manager & Senior Financial Analyst	Ongoing		Once the condition of the properties has been assessed through stock condition surveys, officers will have a better understanding of the approach to take eg: selling properties or applying for exemptions where possible.
		Explore grant funding opportunities for energy efficiency	Strategy & Delivery Manager	Ongoing		No current opportunities identified, but grant horizon scanning forms part of regular contact with Climate team (e.g. Social Housing Decarbonisation Fund)
Delivering Safe and Sustainable Homes	6. Improve the monitoring and management of disrepair	Continue to effectively monitor, manage and report on disrepair cases	Head of Housing Property Services & Strategic Support Officer	Ongoing		The Board continue to focus on disrepair and reporting on the current cases has increased to bi-monthly. Regular reports on all live and recently closed cases are now being received from Legal, with this information shared with finance colleagues to support accurate budget monitoring.
Delivering Safe and Sustainable Homes	7. Monitor and maintain health and safety compliance	Continue to monitor and report on health and safety compliance	Head of Housing Property Services & Strategic Support Officer	Ongoing		Following the referral to the Regulator, Property Services have placed a strong emphasis on compliance. Work is ongoing to ensure all recommended actions are fully implemented and closed. Additionally, the organisational structure within Property Services has been revised, and compliance managers with expertise in fire and electrical safety have been recruited to drive improvements.
Running a Viable Business	8. Monitor and carry out actions to improve voids performance	Review improvement actions on voids performance, monitor and carry out actions accordingly	Head of Housing Property Services & Strategic Support Officer	Dec-25	On Track	FWH officers continue to chair weekly voids meetings to monitor progress on each property. The Board requested separation of historic voids from recent voids to provide clearer data insights, with an agreed cut-off date of 1 August. There is evidence of improved void turnaround times, driven by these regular meetings and the continuity of surveying services currently provided by Property Services. Officers remain confident that further improvements will be achieved as the focus on reducing void turnaround times continues.
Running a Viable Business	9. Improve the management of housing and property costs through SLAs and contracts	Continue to monitor and manage costs through SLA agreements	Strategy & Delivery Manager & Senior Financial Analyst	Ongoing		Monthly SLA meetings continue to take place to monitor performance across all service areas. Budget monitoring reviews are currently underway to strengthen forecasting and expenditure control. 2026-27 SLA renewal discussions are currently in progress.
Increasing the Supply of Affordable Housing in the Borough	10. Develop proposed lease arrangement	Develop proposed lease agreement with the Council for Fulton Road	Strategy & Delivery Manager & Senior Financial Analyst	Mar-26	Completed	The decision to keep the Fulton Road development within the HRA was made in May 2025. This business plan priority will remain until the end of the 2025/26 financial year, but will have no further updates
Increasing the Supply of Affordable Housing in the Borough	11. Continue to seek the best strategy to ease Council pressures and deliver unique opportunities	To continue to seek ways in which FWH can alleviate the growing usage and associated costs of Temporary Accommodation within the council group	Strategy & Delivery Manager & Senior Financial Analyst	Ongoing		Future acquisitions are likely to mainly go via i4B, but potential opportunities for FWH will continue to be monitored and presented to Board on an ad-hoc basis.