

Housing Management Service – Improvement Plan

HMAB Update Tracker

Year 1					
	Action	Objective	Status	Target date	Commentary update
Our people, culture and partnerships					
1.1	Finalise and embed the re-organisation of the housing management service	<p>Why are we doing this? Following the regulatory changes as a result of the Social Housing (Regulation) Act 2023, it was acknowledged that team structures and ways of working could be made more effective in delivering against the new requirements</p> <p>What does good look like? Our teams are structured to deliver effective services and provide value for money for residents</p>	Complete	Q3 2024-25	The re-organisation of the housing management service is complete following a consultation period with staff and subsequent recruitment drive.
1.2	Work with HR colleagues to develop and roll out a comprehensive recruitment campaign for the re-organisation	<p>Why are we doing this? Historically, several crucial roles across the service have been difficult to recruit and retain</p> <p>What does good look like? The housing management service attracts and maintains a diverse and talented workforce</p>	Complete	Q3 2024-25	All roles as part of the initial re-organisation have been advertised, interviewed for and recruited to. The service worked with an external consultant and internal HR teams to develop a recruitment campaign video and utilised extended recruitment timeframes for key roles e.g. Area Tenancy Managers. Extended recruitment timeframes are now a tool in use for harder to recruit to posts when they become vacant.
1.3	Handover the management of the estate caretaking team to the Public Realm Directorate and embed an effective Service Level Agreement (SLA)	<p>Why are we doing this? Estate caretaking services and moving to the Public Realm Directorate following a corporate level re-organisation. We need to ensure they are delivering effective services for Council tenants and leaseholders.</p> <p>What does good look like? Estate caretaking services are delivered effectively, effective monitoring is in place,</p>	In progress	Q4 2024-25	<p>Estate caretaking teams have been handed over to the Public Realm Directorate.</p> <p>A proposal for a new SLA is in development which will include elements of resident engagement e.g. opportunities for residents to take an ‘inspector’ or ‘block champion’ role and review the cleanliness and maintenance of communal areas against the expected standards which can then be fed back to management and operational teams. It is expected that the new SLA will be up and running by end of calendar year 2025.</p>

		service provides value for money for residents			
1.4	Develop an induction programme for all new starters which includes vision, values and expectations from senior management	Why are we doing this? Lots of new starters in the service following the re-alignment, we want them to have a consistent introduction. What does good look like? Housing staff induction aligns well with the corporate induction expectations, training needs are incorporated and addressed	Complete	Q3 2024-25	A welcome pack has been developed for new starters which includes an induction process which mirrors that of the corporate induction expectations. This document also includes an introduction to the wider Housing Services Directorate and expectations that managers and new officers have discussions re. training needs and utilise the Housing Training Programme to address these.
1.5	Refresh the training staff programme to ensure it aligns with priorities, gaps in knowledge/skills and can respond to emerging training needs	Why are we doing this? It is expected that during 2025-26, the Regulator will publish a new Competence and Conduct Standard requiring effective management and monitoring of staff training, skills and knowledge. What does good look like? Staff can access training to address skills and knowledge gaps, key behaviours and cultures are re-iterated through mandatory courses	Complete	Q4 2024-25	The training programme has been reviewed, refreshed and approved by Housing Services senior management for year 2025-26. The training programme sets out mandatory and non-mandatory courses and includes core sessions like Building Safety Fundamentals, Customer Service, Stigma in Social Housing and Plain English Writing. The training programme is now also built to be responsive to additional training needs as they arise e.g. recent Housing Ombudsman recommendations have included Noise Nuisance training which is being commissioned.
1.6	Centralise all professional memberships held by the service (e.g. Housemark, CIH, HQN etc) and ensure membership benefits are being effectively utilised	Why are we doing this? Utilising our memberships to professional bodies supports continuing knowledge of best practice across the sector and encourages knowledge, skills development and networking What does good look like? Staff are aware of our professional memberships and how they can utilise them	Complete	Q4 2024-25	All professional memberships are now overseen by the Competence and Conduct Officer who is responsible for the training programme. Attendance is facilitated at all Housemark best practice 'clubs', CIH memberships have been agreed for Housing Management staff and HQN membership now also sits centrally.
Our relationship with tenants and leaseholders					
1.7	Finalise the Engagement Strategy and work with the Partnerships and Engagement Service to deliver an annual	Why are we doing this? Engagement is a core part of the Regulatory expectations for us as a social landlord and vital for ensuring we're continuously working to improve our services.	Complete		Engagement strategy is finalised and engagement plan agreed for 2024-25, going into 2025-26. The Partnerships and Engagement Team have moved back into the Housing Services directorate following a corporate re-

	programme of engagement activities	What does good look like? Rolling programme of engagement activity, including events, consultations and opportunities to challenge, hold us accountable and feed into decision making.			organisation and how meet regularly with housing management teams to plan and deliver engagement activities.
1.8	Review all housing management website pages, ensuring key information and policies are accessible	Why are we doing this? Feedback from our tenants tells us that we could do more to help them feel informed about the services we deliver What does good look like? Website pages are refreshed and accurately reflect our services, all core policies are available to read and are kept up to date	In progress	Q4 2024-25	A workshop with tenants and leaseholders has been held to get feedback on our housing management website pages, both across computer and mobile users. Feedback from this is being fed into a page-by-page review. Building Safety pages have been prioritised, with updated pages due to go live before the end of June 2025. Housing Complaints pages are currently being refreshed, with Damp and Mould and Anti-social Behaviour pages also in progress. This will be an ongoing process as we review page-by-page.
1.9	Develop a communication plan for the service which includes an approach to regularly sharing performance information (TSM results, complaints analysis etc.)	Why are we doing this? Feedback from our tenants tells us that we could do more to help them feel informed about the services we deliver. What does good look like? Regular communications going out to tenants re. service updates, reminders on how to best access services and keeping them up to date on our performance	In progress	Q4 2024-25	E-newsletter established which goes out 4 times a year. Borough-wide letters have been utilised this year to update on the re-organisation changes, introduction of the Area Tenancy Managers and one is also planned for the new repairs and maintenance contract. WhatsApp channels in place now for each Area Tenancy Manager (ATM) so they can communicate more directly with residents on their patch for quick, effective updates. These need to be officially launched and promoted by ATM's. 2023-24 TSM data shared on our website in an accessible format. A new Communications Account Manager has been assigned to Housing Services who is supporting on the ongoing communications plan moving forward.
1.9	Ensure tenants and leaseholders living in 'high-risk' blocks (7 storeys or more / over 18m high) have access to building safety	Why are we doing this? It is important that residents feel informed and able to ask questions about the safety of the block they live in. We are also required under the Building Safety Act 2022 to deliver	Complete	Q3 2024-25	The service has launched a programme of Building Safety Engagement Meetings and the first year of these was completed in 2024. These meetings include an update on Building Safety surveys and checks carried out in the individual block, an update on

	information unique to their block, have opportunities to provide challenge and know how to report issues	<p>effective engagement when it comes to matters around building safety.</p> <p>What does good look like? Rolling programme of building safety meetings taking place across high-risk blocks</p>			<p>Building Safety more generally with health and safety reminders and also an opportunity for residents to raise and issues or questions they have about the safety of the block they live in.</p> <p>The second year of Building Safety meetings is now underway.</p>
1.9	Establish a process for more detailed complaints analysis, incorporating tenant and leaseholder reviews of complaint responses and learning from Housing Ombudsman decisions and wider publications	<p>Why are we doing this? Complaints management is an area of low satisfaction for us as a service.</p> <p>What does good look like? Insightful analysis of our complaints that can be used to inform service improvement actions</p>	In progress		<p>2 x tenant-led complaints scrutiny workshops have taken place which included review of complaint responses for empathy, plain English etc. and feedback from these sessions has helped to inform the wider review of complaints management. More detailed tenant surveys have also taken place to identify resident 'pain points' in the complaints process.</p> <p>Analysis of complaints is currently high-level due to the level of detail and categorisation available in the IT system in use for complaints case management. Work is ongoing with our Digital Transformation team to make changes to the system which will allow for nuanced analysis for key themes and root causes.</p>
Delivering good landlord services					
1.10	Reprocure the repairs and maintenance contract, ensuring tenant and leaseholders have been involved in the process	<p>Why are we doing this? Our current repairs and maintenance contract is due to expire.</p> <p>What does good look like? Effective repairs and maintenance services have been procured which have been informed by resident feedback and input into decision making</p>	Complete	Q4 2024-25	<p>New repairs and maintenance contract has been procured using a new multi-contractor approach. The contract award was split into 4 lots, repairs and voids for East of the borough and repairs and voids for West of the borough. These contracts go live in 2025.</p> <p><u>Engagement carried out as part of the recruitment:</u></p> <ul style="list-style-type: none"> - Online session open to all tenants and leaseholders as an overview of the procurement process and opportunity to ask questions - Targeted workshop with tenants and leaseholders focused on appointment management, communication and performance management for the new contract - Programme of summer 'roadshows' with the repairs and maintenance procurement as a core theme re.

					<p>information being shared and opportunity for people to give feedback</p> <ul style="list-style-type: none"> - Tenant and leaseholder involvement in scoring the bids provided by potential contractors
1.11	Fully embed True Compliance system, ensuring accurate, reliable and up to date data and reporting is available across all compliance streams	<p>Why are we doing this? It's important that the IT system we use for monitoring our compliance workstream e.g. fire safety, gas safety etc. is working effectively and providing accurate reporting.</p> <p>What does good look like? Reliable performance reports across all compliance workstreams.</p>	In progress	Q4 2024-25	<p>System is live and in use by teams.</p> <p>The recent self-referral to The Regulator, along with the investigations surrounding this, have identified issues with our data across several of our compliance workstreams.</p> <p>This is being worked on with external consultants with expertise in this area and improvements to the True Compliance system are also being discussed with True Compliance account managers. This will be an ongoing process.</p>
1.12	Develop and embed an emergency response process for the housing management service	<p>Why are we doing this? It is important that we, as an organisation, are able to respond quickly and effectively in an emergency situation.</p> <p>What does good look like? Staff feel confident and clear on what their role is in an emergency situation, contact details for our residents are up to date and accurate, staff have access to the tools they need to respond to an emergency.</p>	Complete	Q3 2024-25	<p>Rest Centre Officer training is included as mandatory for all Housing Management staff from 2025-26. Contact Centre have been reminded of the expectation for them to be checking and updating contact information for all council tenants and leaseholders who call in. Area Tenancy Managers are also carrying out tenancy audits where they confirm any support needs for household members in the event of a fire and work with them to create an emergency evacuation plan.</p> <p>The corporate emergency planning team have developed a council-wide action plan to address the requirements of the Grenfell Inquiry and expectations for Local Authorities and their landlord functions.</p> <p>This action on the improvement plan has been superseded by this council-wide action plan and the service is working with the emergency planning team to develop the tools and guidance needed moving forward, including running emergency centre scenario testing and developing phone tree access in the event of an emergency to call in housing-specific support.</p>
1.13	Develop a clear and robust approach to	<p>Why are we doing this? ASB management is an area of low satisfaction for our service and it is</p>	In progress	Q4 2024-25	<p>A review of current ASB management has taken place, which has included consultation with internal staff, tenants and</p>

	managing anti-social behaviour (ASB)	<p>important that we prioritise tenancy-sustainment and take quick action to address tenancy-related concerns</p> <p>What does good look like? New ASB policy and process guidance, clear and effective escalations and ways of working with corporate ASB team, tenants understand what is and isn't considered ASB and feel empowered to try and resolve low level neighbour disputes themselves</p>			<p>leaseholders and input from an external agency by way of an audit.</p> <p>A new anti-social behaviour and hate crime policy is in draft and process guidance is being developed with staff. We are also currently exploring options for alternative IT systems for ASB case management (NEC).</p> <p>New ASB policy will include a core focus on early intervention and prevention of low level ASB escalating via use of a Good Neighbour Policy to address neighbourhood disputes early-on, quicker and more efficient working with corporate ASB and noise nuisance teams via a review of the current SLA in place and managing new tenant expectations at sign up re. reasonable noise levels when living in flats with communal spaces etc.</p>
1.14	Carry out a detailed self-assessment against the consumer standards, identifying gaps and actions to address them	<p>Why are we doing this? Its important that we have a clear understanding of where our gaps are in relation to meeting the refreshed regulatory consumer standards</p> <p>What does good look like? We are able to provide assurance to The Regulator upon inspection that we either meet a regulatory requirement, or have a full understanding of where we are not meeting it and are taking action to address it</p>	Complete	Q3 2024-25	<p>External auditor carried out a spot check re. consumer standards and self-assessment sessions have also been held for each standard with the relevant housing managers.</p> <p>Gaps identified have been fed into this improvement plan, QA workstreams or are being addressed via more formal routes i.e. the ongoing self-referral.</p>
1.15	Build organisational awareness of social housing regulation and its implications for key stakeholders	<p>Why are we doing this? It's important that staff at all levels are aware of our regulatory requirements and their implications for service delivery</p> <p>What does good look like? Staff at all levels feel knowledgeable about the consumer standards and understand how their role contributes towards us being compliant with the regulations</p>	Complete	Q3 2024-25	<p>Service-wide briefing on Social Housing (Regulation) Act 2023 and the new Consumer Standards. This was also delivered for TMO's.</p> <p>TSM focus service-wide briefing also took place for 2023-24 TSM results and a more focused session also took place with key senior managers across the wider Council.</p> <p>Reports / briefings taken to Corporate Management Team (CMT) meetings and Policy Co-ordination Group (PCG).</p>

1.16	Develop an agreed approach and rolling programme for policy reviews moving forward	Why are we doing this? Its important that our policies accurately reflect what residents can expect from our service, they need to be up to date and accessible What does good look like? A suite of core policies available on our website	Complete	Q3 2024-25	Policy register now in place under QA team. Building Safety and Recharge Policies are complete and published. Updated ASB and Complaints policies currently in development. Domestic Abuse Policy, Rent Arrears Management Policy and Rent Setting Policy due next for refresh.
1.17	Develop an approach to case auditing across core housing management functions, identifying good and bad practice, training needs, process or system issues etc.	Why are we doing this? Reflecting on case work across the service is a useful way of gaining insight re. good and bad practice and informing service reviews, training needs etc. What does good look like? Case audit tools developed and in use	Complete	Q4 2024-25	Learning Review Case Audit template now developed and in use for Housing Ombudsman complaint cases. Operational case auditing takes place during 121's for Area Tenancy Managers. ISO based audit programme being developed for housing management (pilot testing for Private Housing Services throughout June/July/August).

Year 2					
	Action	Objective	Status	Target date	Commentary update
Our people, culture and partnerships					
2.1	Implement a 'grow your own' approach to tackle hard to recruit roles and support career development for existing staff	Why are we doing this? Some roles across the service are harder to recruit to and it would be beneficial to invest in upskilling existing staff in terms of future proofing the service. What does good look like? Opportunities for new starters and existing staff members to access training, qualifications and/or shadowing which would support them moving into technical, hard to recruit to roles.	In progress	Q3 2025-26	The housing service regularly appoints graduate positions as part of the corporate graduate scheme. A new trainee post has been introduced under Property Services but has not yet been recruited to.
2.2	Review all SLA's in place across the housing management service and embed a consistent approach to managing them	Why are we doing this? We have a number of service level agreements with other Council services, these are paid for out of the HRA and therefore need to ensure they are providing value for money. What does good look like? All SLA's are robust, well monitored and are providing value for money for the housing management service and its residents.	In progress	Q4 2025-26	Estate caretaking and ASB SLA's currently under review.
2.3	Introduce an additional team to Property Services who can deliver quick, responsive service against priority work e.g. damp and mould	Why are we doing this? Awaab's Law in being implemented from October 2025 and the service needs to be able to deliver against its requirements. What does good look like? Repairs relating to damp and mould are managed effectively, ensuring good communication with the tenant throughout.	In progress	Q3 2025-26	

2.4	Develop process guidance for core functions of the housing management service	<p>Why are we doing this? Good process maps and guidance support consistency in service delivery, timeframes and communications no matter which staff member is managing a case</p> <p>What does good look like? Process maps and guidance notes available to staff and regular checks in place to ensure they are kept relevant and up to date</p>	In progress	Q4 2025-26	<p>Process maps for complaints and ASB case management in draft and being worked on with operational teams.</p> <p>S20 processes for leasehold team is also in draft.</p>
Our relationship with tenants and leaseholders					
2.5	Use our TSM results to inform targeted improvements to housing management services and engage with tenants on how this can be best achieved	<p>Why are we doing this? TSM surveys and the results are an opportunity to hear from our wider tenants about how they feel when it comes to the services we deliver. It's important we work with them to drive improvements from this.</p> <p>What does good look like? Areas of concern (e.g. where satisfaction has dropped) are focused on in partnership with engaged residents so targeted improvements can be driven based on the feedback.</p>	In progress	Q3 2025-26	2024-25 TSM results presented and discussed at housing senior management meeting. To be externally published this summer with engagement on learning from TSM's to be incorporated into Roadshows.
Delivering good landlord services					
2.6	Ensure the service meets the new Decent Homes requirements once published by central government	<p>Why are we doing this? The government has carried out a review of the Decent Homes requirements and we are waiting on an updated version to be published.</p> <p>What does good look like? Our properties meet the new Decent Homes standards when they are published and effective reporting on this is in place.</p>	In progress	Q4 2025-26	
2.7	Embed a rolling programme of estate walkabouts so issues on estates can be picked up	<p>Why are we doing this? Having an active presence on the estates we manage builds trust and provides an opportunity for Area Tenancy Managers to</p>	Not started	Q4 2025-26	

	and tenants have an opportunity to engage with the service in their local area	engage directly with residents from their patch. What does good look like? Residents have the opportunity to meet housing management staff in and around their local area to raise questions or concerns they have, identify repairs or other issues on their estates etc.			
2.8	Embed a programme of tenancy audits across all patches	Why are we doing this? Regular tenancy audits are an opportunity for Area Tenancy Managers to visit residents, identify any support needs, update contact information and report and property issues e.g. outstanding repairs. What does good look like? A rolling programme of audits is running with effective reporting in place on key outputs.	In progress	Q3 2025-26	Tenancy audits running across patches by the new Area Tenancy Managers. Process guidance for this to be developed and reporting to be developed by the resident data team. This will one of the first areas to receive an ISO internal audit once launched for housing management later this year.
2.9	Work with tenants and leaseholders to review our digital offer when it comes to reporting repairs	Why are we doing this? Ad-hoc feedback from tenants suggests our digital offer for accessing the housing service e.g. to report a repair is not fit for purpose. What does good look like? Formalised feedback gathered from residents as to their experience of our digital offer and use this to inform an improved way option.	Complete	Q1 2025-26	Workshops held with residents in partnership with Housemark as part of a wider review of the service's digital infrastructure. The resident feedback captured in these workshops has informed a phased move away from Dynamics as our case management system, over to NEC. This will start with repairs and maintenance functionality.
2.10	Review and improve opportunities for tenants and leaseholders to communicate with and hear from the service re. ongoing cases	Why are we doing this? Feedback from residents suggests that they sometimes find it difficult to get hold of the right team or don't always hear back from us when they contact via email. What does good look like? A more accessible and easily contactable housing management service with response time expectations being met and clearly	Not started	Q3 2025-26	

		communicated to residents. Opportunities online, by phone and in person to speak directly to housing management staff.			
2.11	Develop a 'tone of voice' guidance document which provides advice on consistency in communication and language style expectations across all written interactions	<p>Why are we doing this? Average reading age in Brent is at the level of a 9 year old. It is important that our communications, at both a strategic and day-to-day level are clear, concise and easily understandable by all residents.</p> <p>What does good look like? A guidance document available to all staff that sets out expectations when it comes to language and communication style. Spot checks in place as part of audit programme.</p>	Not started	Q4 2025-26	Plain English Writing training is now mandatory for all housing management staff.
2.12	Develop a vulnerability / reasonable adjustment policy in line with Housing Ombudsman spotlight report recommendations	<p>Why are we doing this? The Housing Ombudsman recommend a vulnerability / reasonable adjustment policy is in place to ensure we, as a service, are equipped to tailor services to individual resident needs.</p> <p>What does good look like? We have a thorough understanding of the support needs of our residents, have clear pathways in place for them to update their circumstances and staff feel confident tailoring core processes to meet individual needs.</p>	In progress		Self-assessment against the Housing Ombudsman spotlight report complete and submitted.
2.13	Review core IT system in place across the housing management service to ensure it is fit for purpose	<p>Why are we doing this? Current IT system in use for case management across the service is not fit for purpose in its current format.</p> <p>What does good look like? A robust plan in place for refreshing or replacing existing IT system with an improved alternative.</p>	Complete	Q2 2025-26	Housemark led a review of our IT system which included significant engagement with both residents and staff at all levels across housing management. Final report has been received and has now informed a phased move away from Dynamics as the core case management system over to NEC. This will start with repairs and maintenance areas.

2.14	Develop an effective performance management framework across all core functions	Why are we doing this? Effective performance monitoring and management is key to delivering a good landlord service and providing opportunities for key stakeholders to hold us to account. What does good look like? A clear and robust suite of performance reports, monitored on a regular basis and made available for resident scrutiny.	In progress		Power BI dashboards in place across some core functions i.e. void management and complaints at a high level. Performance scorecards for monthly internal performance meetings being developed in line with regulatory requirements.
2.15	Embed structured and consistent approach to horizon scanning which includes keeping ahead of Housing Ombudsman publications and ensuring learning is being taken and improvements to services embedded where identified	Why are we doing this? Utilising learning from Housing Ombudsman publications is a useful way of ensuring continuous improvements to our services. What does good look like? The service is using publications to inform reflective discussions about how learning from these can inform improvements to our services.	In progress		The QA team take a lead on this and incorporate best practice research from horizon scanning into improvement projects. New publications from key sector organisations are flagged and shared with housing managers for reflective sessions.

Year 3					
	Action	Objective	Status	Target date	Commentary update
Our people, culture and partnerships					
3.1	Ensure all relevant directors, heads of service and managers have achieved (or are working towards) the qualifications like to be required under the new Competency and Conduct Standard	Why are we doing this? The Regulator is due to publish a new Competence and Conduct Standard which will require staff at a certain level to achieve specific housing related qualifications. What does good look like? All required management have achieved or are working towards the required qualifications.	In progress	Q4 2026-27	Qualification requirements were included in all updated JD's as part of the re-organisation. Several Service Managers and one Head of Service have either completed or are part-way through achieving the expected Chartered Institute of Housing Level 5 qualification. We are waiting on final publication of this standard to confirm wider requirements. We are expecting there to be a two year timeframe for qualifications to be achieved or enrolled on.

Our relationship with tenants and leaseholders					
3.2	Develop a clear and robust approach to tenancy sustainment across the service	Why are we doing this? Reducing evictions and supporting residents to effectively maintain their tenancies is an important landlord function. What does good look like? A robust and varied sustainment offer is in place where we can effectively identify residents who are struggling and put support in place as early as possible.	Not started	Q4 2026-27	
Delivering good landlord services					
3.3	Expand and embed the QA resource and remit across housing management	Why are we doing this? With increased regulatory scrutiny in place, effective resource to ensure the service is meeting all requirements is needed. What does good look like? A centralised team who can act as a critical friend and hold the service accountable to regulatory requirements, as well as support teams with reviewing and improving policies and processes.	Complete	Q1 2026-27	QA team now in place.
3.4	Achieve the Domestic Abuse Housing Alliance (DAHA) accreditation	Why are we doing this? As a landlord, identifying, signposting and managing cases of domestic abuse effectively is crucial. What does good look like? A robust policy and process in place for managing domestic abuse cases and our approach meets the DAHA standards for accreditation.	Not started	Q2 2026-27	