

Report to: Housing Review Board



Date of Meeting 22<sup>nd</sup> January 2026

Document classification: Part A Public Document

Exemption applied: None

Review date for release NA

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## **Housing Performance Report – Property & Assets – Q3 2025/26**

### **Report summary:**

The following report outlines the Property & Assets (P & A) element of the Housing Service's performance through quarter three of FY 2025/26. The report covers the Repairs, Compliance and Planned Works functions within P & A.

### **Is the proposed decision in accordance with:**

Budget Yes ☒ No ☐

Policy Framework Yes ☒ No ☐

### **Recommendation:**

1) The Housing Review Board receives the report and our performance at end of quarter three, 2025/26.

### **Reason for recommendation:**

To ensure the Housing Review Board have assurance around service delivery, performance and compliance with our health & safety responsibilities for P & A. To enable the Board to scrutinise and challenge the performance of the housing service.

Officer: Nathan Muggeridge, Corporate Lead for Property & Assets

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### **Portfolio(s) (check which apply):**

- ☐ Assets and Economy
- ☐ Communications and Democracy
- ☐ Council, Corporate and External Engagement
- ☐ Culture, Leisure, Sport and Tourism
- ☐ Environment - Nature and Climate
- ☐ Environment - Operational
- ☐ Finance
- ☐ Place, Infrastructure and Strategic Planning
- ☒ Sustainable Homes and Communities

**Equalities impact** Low Impact The report is for noting and is not recommending any significant policy changes.

**Climate change** Low Impact The report is for noting and is not recommending any significant policy changes.

**Risk:** Low Risk; The report is for noting and is not recommending any significant policy changes. However, it is acknowledged that future reports do need to identify the significant risks being managed by the P&A team.

## **Links to background information NA**

Link to [Council Plan](#)

Priorities (check which apply)

- ☐ A supported and engaged community
  - ☐ Carbon neutrality and ecological recovery
  - ☐ Resilient economy that supports local business
  - ☒ Financially secure and improving quality of services
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## **Housing Performance Report – Property & Assets – Q3 2025/26**

### **Background / Context**

1. This report presents an overview of P & A's performance during the third quarter of 2025/26 (e.g. October to December 2025). The performance measures reported here support our governance responsibilities under the Regulator of Social Housing's Consumer Standards, particularly in relation to repairs, compliance and planned works. Regular performance reporting to the Housing Review Board ensures oversight is maintained and enables timely scrutiny and challenge, as expected under the regulatory framework.
2. Targets are set annually and are our benchmark for where we would like our performance to be. Top Quartiles are the benchmark figures from Housemark, which tells us whether we are in the top 25% of best performing landlords

### **Tenant Satisfaction Measures**

3. The action of the Property & Assets (P&A) function directly influencing the following Tenant Satisfaction Measures (TSMs):
  - TP02: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service.
  - TP03: Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair.
  - TP04: Proportion of respondents who report that they are satisfied that their home is well maintained.
  - TP05: Proportion of respondents who report that they are satisfied that their home is safe.
4. Furthermore, because repairs quality, timeliness, communication, and contractor oversight significantly shape tenant's lived experience, P&A also has a strong influence on other TSM's, including TP01 (overall satisfaction), TP06 (landlord listens and acts), TP07 (kept informed), TP08 (fair and respectful treatment), TP09 (complaints handling), and TP10 (communal areas well maintained).
5. The initial Q3 2025/26 TSM results for those measures directly influenced by P&A provide further signs of the positive changes being made in P&A (e.g. additional resources, new

process & systems, etc) are starting to impact customers through the service provided by EDDC. Figure 1 below shows an improving trend for the TSM metrics relating to repairs and it is assumed this is due to the ongoing implementation of the action plan presented in last progress report. Appendix A provides an update on the progress made against the proposed solutions to address the customer feedback supporting the TSM metrics.

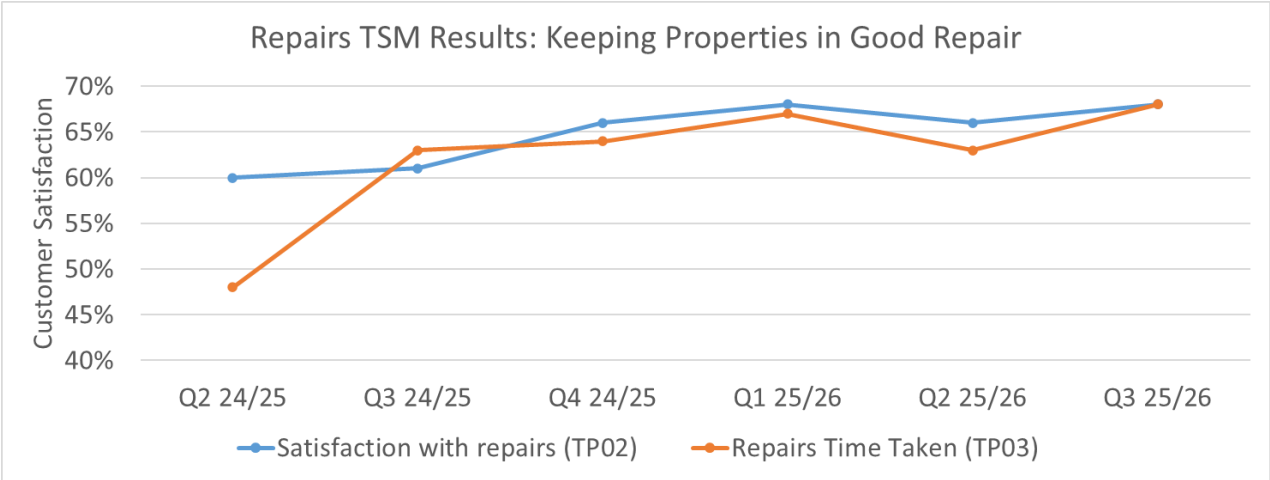


Figure 1. Both the ‘Keeping Properties in Good Repair’ TSM metric have an improving trend.

6. Figure 2 show the TSM performance for the metrics relating to “Well Maintained & Safe”. The overall trend remains stable, and this is assumed to be due to P&A initial focus being on repairs. The TSM action plan in Appendix A now includes a section relating to these metrics and the ongoing actions are intended to improve the performance of these metrics, but it is likely to take longer to realise the intended outcomes.

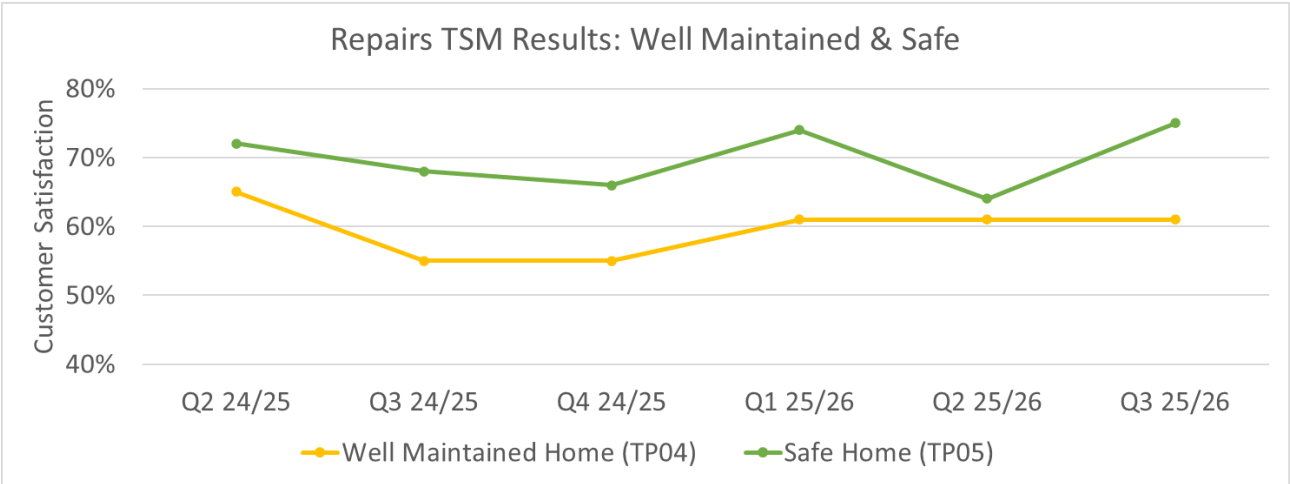


Figure 2. The TSM metric relating to “Well Maintained and Safe” are stable

7. The Property & Assets team has made further progress in tackling the underlying causes of historic Tenant Satisfaction Measure (TSM) performance. The improvements continue to take time to embed and be felt by the end user. While P&A will continue to focus on delivering and evolving the action plan to maximise the TSM performance to an economic level, we also recognise that some of the benefits of the changes we are implementing may take time to be realised and performance may be impacted by external factors (e.g. weather, legislation changes, etc).

## **Awaab's Law**

8. Awaab's Law implementation programme has been completed and successful outcomes include providing every tenant with information about Awaab's Law via the annual rent statement letter, completing two internal briefing sessions attended by 90 housing officers, external training for 10 surveyors on the root cause management of damp & mould, developing a specification for the consistent identification of HHSRS and providing multiple training session to both internal teams and our supply chain. The new repairs process established to ensure EDDC's is compliant with Awaab's is only partly implemented due to scoping, technical and resourcing challenges associated with the required changes to OneHousing. Work is ongoing to make the necessary changes, which includes changes to our supplier's systems that integrate with OneHousing.
9. We continue to monitor the Damp & Mold (D&M) performance using the previous reporting methodology, which indicated 12 open D&M related jobs as of mid-December 25. Two jobs exceeded the 28-day completion timescales with the oldest job reported on the 13<sup>th</sup> November 25. This reporting process does not allow the D&M severity to be reported and we recognise that this data set could be much improved.
10. Work will start early in 2026 to develop a D&M Risk Register that will use the available datasets including customer data (e.g. demographic, fuel poverty position, etc) stock condition survey, EPC status, referrals from our Gas Servicing provider and other data that helps quantify the D&M risk. The outputs will be used better understand the D&M risk and drive proactive inspections and monitoring.

## **Repair & Maintenance Tenant Scrutiny Group**

11. Property & Assets (P&A) continue to work closely with the Communities Team and the Repairs & Maintenance Tenant Scrutiny Group to shape a forward programme of activity for the next 12 months. Each meeting will focus on two key topics, enabling the group to provide meaningful scrutiny and constructive feedback on areas such as Awaab's Law, the P&A Communication Plan, website usability for repairs and maintenance, the Asset Strategy, and repairs feedback mechanisms. The group will also play an important role in offering early insight on new policies prior to wider consultation. In addition, P&A officers now attend the Complaints Scrutiny Group, recognising that approximately 80% of Housing-related complaints relate to P&A services and valuing the opportunity to drive improvements together.
12. Beyond meeting the Consumer Standards requirement to engage with tenants through scrutiny arrangements, P&A is embedding the broader benefits of this engagement across the service. This approach supports a deeper understanding of diverse tenant cohorts, including their preferences and needs, and provides an invaluable opportunity to test proposed service changes directly with tenants. This will help ensure improvements are shaped by resident experience and are more likely to achieve the intended outcomes.

## **Repairs**

13. Figure 3 below shows the monthly repairs customer service metrics. Repair calls continue to trend downwards and no significant increase in calls has been observed because of Awaab's Law. Missed calls remain stable and calls waiting times have increased slightly during Q3 and this will be due to the introduction of the first version of the call script. The script will extend the call durations to enable further information regarding the tenant's vulnerability and contact details to be collected, and then help ensure correct repairs priority and type are

selected. The number of online forms submitted is also trending downwards and following the typical seasonal pattern.

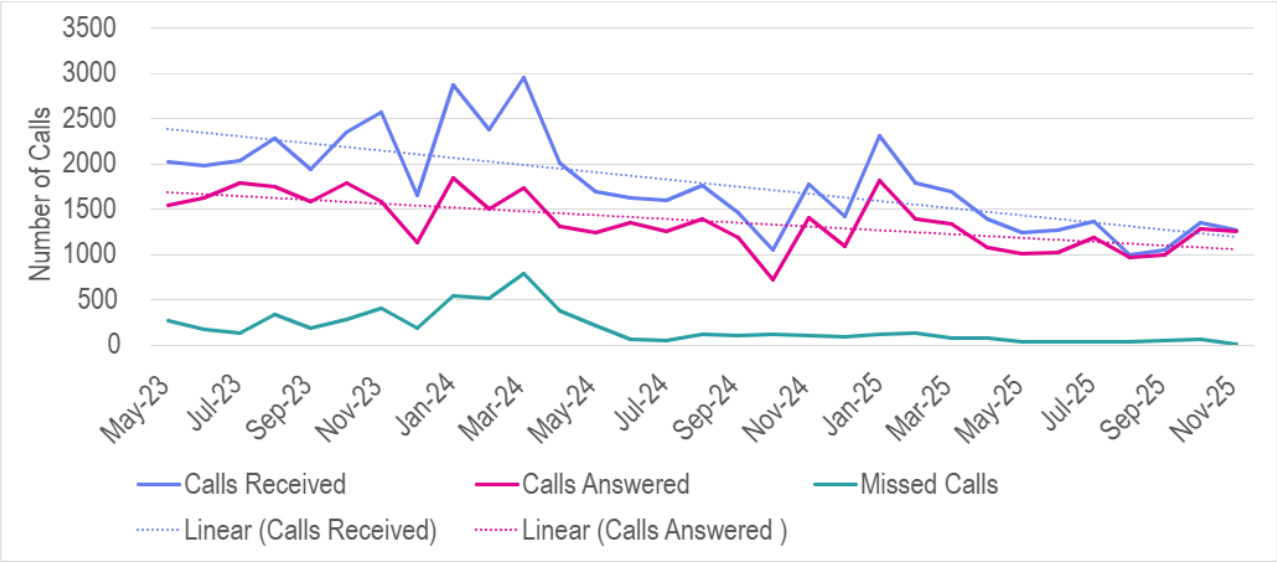


Figure 3. Repairs Call Centre Metrics

14. Figure 4 below shows both the percentage of repairs completed in the target timescales and the Q3 25/26 routine performance has remained stable even jobs have increased due to the standard seasonal trend. The emergency repairs performance has significantly decreased, and this is due to the performance of Ian Williams: 84% in Q2 to 60% in Q3. The number of emergency jobs has not increased significantly beyond the typical seasonal changes and the average time to complete an emergency repair has increased from 3.4 to 3.6 hours. Further works is ongoing to understand the root cause for this performance and an update will be provided in the next progress report. Liberty’s emergency repairs performance has improved from 82% in Q2 to 86% in Q3, even though the number of jobs has doubled to the seasonal average this time of year.

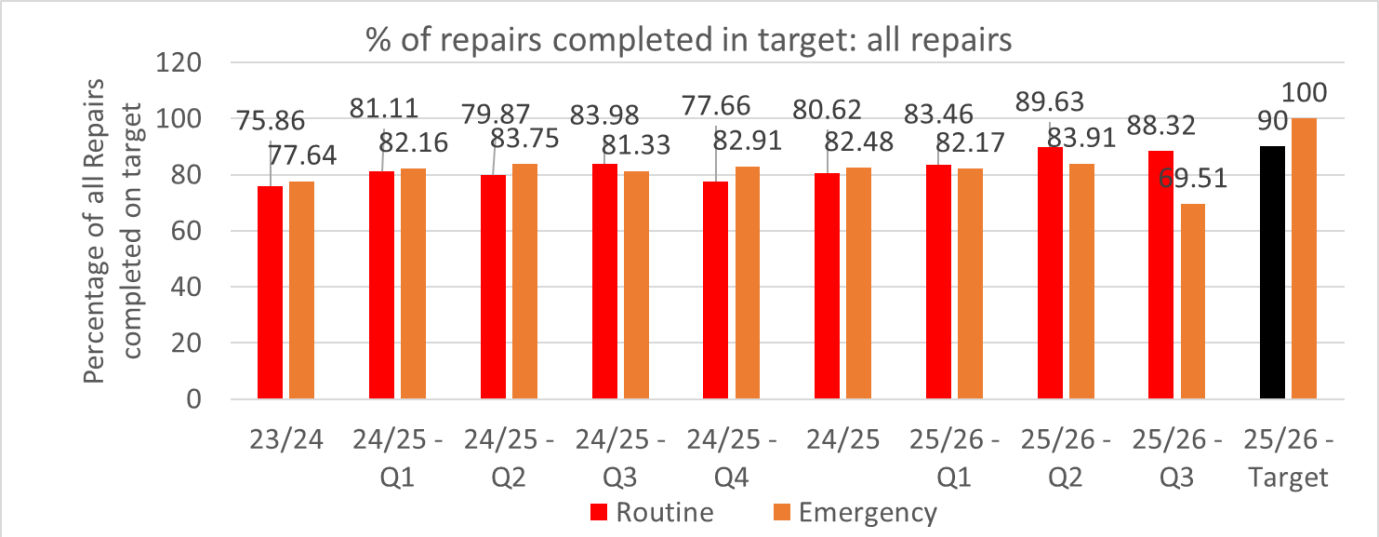


Figure 4. Percentage of repairs completed in target.

15. Work is progressing to ensure full alignment between OneHousing and our suppliers’ systems. Although this has been slightly delayed due to a change in team resources now requiring the recruitment of a new analyst. This will be completed by the end of Q4. In the meantime, we continue to monitor Work in Progress (WIP) performance monthly, including checks to identify and resolve any discrepancies between OneHousing data and supplier-reported performance.

16. The implementation of a new repairs process has included moving away from a spreadsheet system to OneHousing for the management of the maintenance surveys. The surveys are now scheduled as part of the customer call to report the repair need, which is improving the customer experience. The demand for surveys is matching the current maintenance survey capacity, but this is preventing any progress being made in addressing the +400-survey backlog reported last quarter. Options are now being explored on how to address this backlog, including incorporating these survey needs within the D&M Risk Register work described above, to then produce a programme of proactive/semi-proactive inspections. The resourcing of these inspections will need to be considered.
17. Work has been ongoing this month to establish a new process for managing the complaints relating to P&A's activities. Approximately 80% of EDDC's housing-related complaints relate to P&A and the root cause for the complaints can now be broken down into the following categories:
- 10% due to Planned Works and Compliance.
  - 30% due to customer experience, communication or workmanship issues due to our contractors.
  - 30% due to poor management of customer journey (e.g. the abandonment of jobs with no follow-on work).
  - 30% due to requested works not being progressed. (Note that not all the requested works are within the scope of the tenancy agreement or our responsibility as landlord).

The new process will ensure P&A are aware of the root cause of the complaints and allow action to be taken to minimise the probability of the service failure moving forward. Furthermore, any required works is being scoped and managed by the patch maintenance surveyors to ensure a consistent approach is being adopted for all customers. The implementation of the new process has resulted in some complaint response delays, which are anticipated to reduce following further time to embed the new process.

18. Figure 5 shows the number of ongoing disrepair cases has stabilised in recent months, but the significant backlog remains. In addition to the resource's changes reported last period, a part time surveyor has been signed to the VOID & Disrepair team and is being used to complete the post inspections. This has resulted in the number of breach cases reducing from 33 in Q2 to 14 in Q3 with the required post inspections being completed. The number of breach cases for October and November 2025 were not available at the time of this report. P&A will continue to focus on addressing this unsatisfactory position and due to the resource constraints, this will see resources being moved from other programmes of work, including VOIDS, to address this backlog.

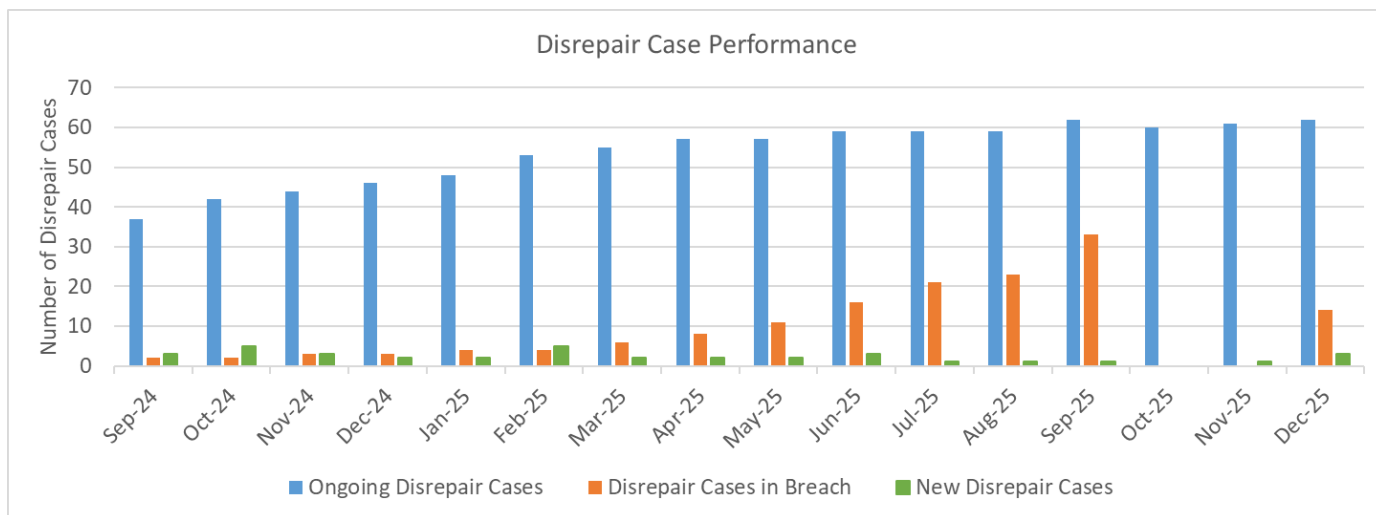


Figure 5. Disrepair case performance

## VOIDS

19. Figure 6 below shows a significant increase in the standard VOID relet time to 141 days and this is due to the resolution three long term VOID properties: 676 days, 245 days and 147 days. The exclusion of these cases would have given an average VOID time of 70 days, which is within the target for 2025/26. The increase from 58 day in Q2 to 70 day in Q3 will have been influence by the following factors:

- Some of the supply chain used to delivery the VOID's programme is being used to reduce the Disrepair backlog.
- Continue to see a high number of non-standard VOIDS that require additional works and take longer to complete. See Figure 7 below.
- The number of VOIDS where the works has finished and are ready to relet has increased from 5 in Q2 to 14 in Q3. See Figure 7 below.

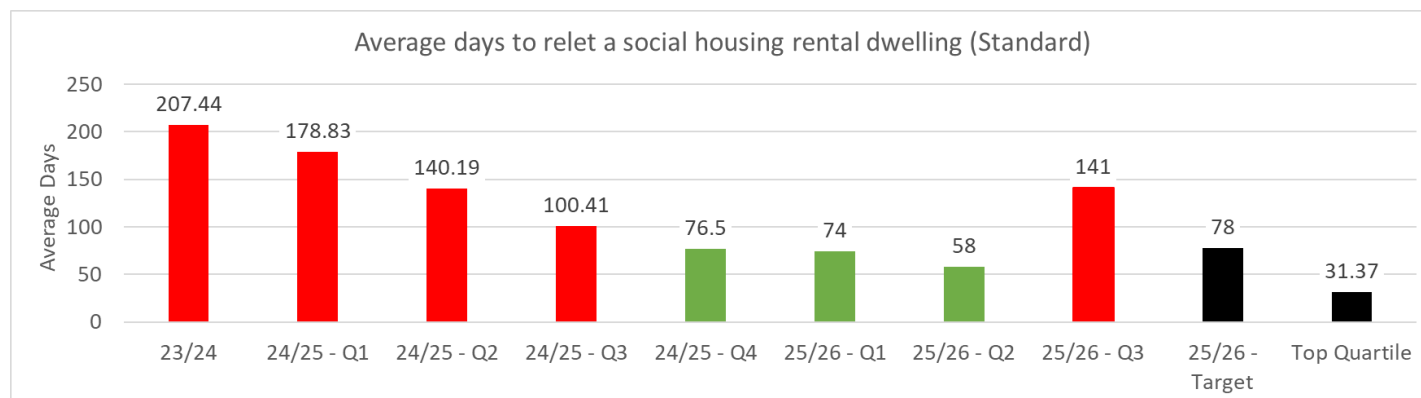


Figure 6. Standard VOIDS performance based on historic average days to relet.

20. These factors explain the increasing trend of ongoing VOIDS shown on Figure 7 below. To minimise the VOID durations and associated loss of rent, each VOID is reviewed monthly to ensure the appropriate action is being taken. In addition, further reporting is being developed to understand the number of properties within each step of the VOID process from Pre-inspection to post inspection and awaiting relet. This will be developed for the Q4 reporting.

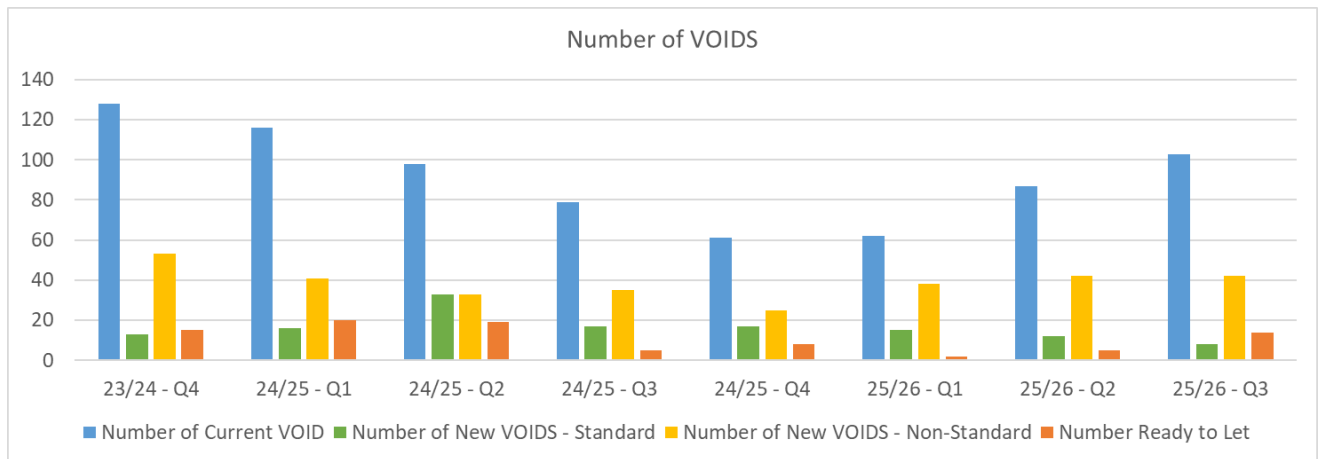


Figure 7. Breakdown of the number of ongoing, new and ready to relet VOIDS

21. Figure 8 shows the 'percentage of rent lost through properties becoming vacant' has decreased from 2.9% in Q2 to 2.42% in Q3. This equates to +£100k of additional revenue and will have occurred in part by the ongoing focus to complete the required works on the long-term VOIDS.

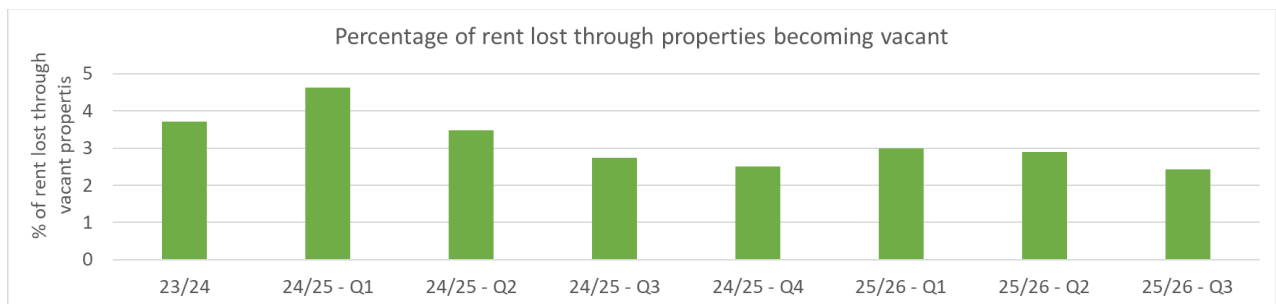


Figure 8. VOID performance based on Percentage loss of rent lost through properties becoming vacant.

## Compliance

22. Table 1 demonstrates strong TSM compliance, with most areas consistently achieving 100%. Electrical compliance has been included for the first time in anticipation of its expected addition to the annual TSM reporting requirements. The minor decrease in Asbestos Management compliance reflects a delay in completing one outstanding management survey. The slight reduction in electrical compliance relates to access challenges, where tenants have not yet been reachable to arrange updated EICR inspections.
23. Table 1 demonstrates strong TSM compliance, with most areas consistently achieving 100%. Electrical compliance has been included for the first time in anticipation of its expected addition to the annual TSM reporting requirements. The minor decrease in Asbestos Management compliance reflects a delay in completing one outstanding management survey. The slight reduction in electrical compliance relates to access challenges, where tenants have not yet been reachable to arrange updated EICR inspections.

Table 1. TSM Compliance Performance

Metric	Reported TSM Performance.				
	23/24	24/25	25/26 Q1	25/26 Q2	25/26 Q3
BS01 - Proportion of homes for which all required gas safety checks have been carried out.	100%	100%	100%	99.94%	100.00%



Metric	Reported TSM Performance.				
	23/24	24/25	25/26 Q1	25/26 Q2	25/26 Q3
BS02 - Proportion of homes for which all required fire risk assessments have been carried out.	100%	100%	100%	100%	100%
BS03 - Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out.	100%	100%	100%	99.25%	99.52%
BS04 - Proportion of homes for which all required legionella risk assessments have been carried out.	100%	100%	100%	100%	100%
BS05 - Proportion of homes for which all required communal passenger lift safety checks have been carried out.	100%	47%	47%	100%	100%
BSTBC - Proportion of homes for which all required electrical safety checks have been carried out	NA	99%	NA	NA	94.50%

24. Table 2 below contains the details of the outstanding remedial works identified from the compliance tests and the performance can be summarised by the following:

*Table 2. Summary of the historic compliance remedial works.*

Remedial Work Category	Duration since identification	Number of Remedials						
		Aug-24	Nov-24	Jan-25	Apr-25	Jun-25	Sep-25	Dec 25
Overdue Gas* remedials	(<3month)	NA	NA	NA	63	65	107	251
	(≥3 months)	NA	NA	NA	1	1	1	180
Overdue Electrical remedials	(< 3 month)	24	6	2	1	2	10	1
	(≥3 months)	893	555	468	366	301	242	234
Overdue FRA remedial actions	(<3 months)	42	1	1	0	0	0	0
	(≥3 months)	405	703	323	426	413	386	386
Overdue Water Safety remedials	(< 3 months)	2	0	0	0	0	0	0
	(≥3 months)	NA	306	306	250	250	208	207
Overdue Asbestos remedials	(< 3 months)	0	0	0	0	50	0	0
	(≥3 months)	10	92	3	0	0	69	62
Overdue Lift remedials	(<3 months)	0	0	0	3	3	0	3
	(≥3 months)	0	0	0	7	9	9	4

## 25. Gas

- Remedial works have increased due to issues between contractor and system processes. The Heating Compliance Surveyor is reviewing how jobs are closed in OneHousing. We are working with Housing Systems and Liberty to review all open repairs, identify which still need completing, and close those already finished. Liberty is reviewing jobs under six months old, while the Compliance Surveyor is reviewing those older than six months.
- Work in Progress currently shows 431 outstanding jobs, and this number is gradually reducing as historic jobs are closed. Many of these are “parts required” jobs that remain open when follow-on jobs are raised; these will be linked in future.
- SLA response times and reporting processes are being reviewed to ensure accuracy and consistency.
- **Action:** Continue to use the contract to hold Liberty to account for any where the requirement of the contract is not being delivered. EDDC to review all outstanding

remedial works to ensure the required action is being taken and any Housing System related issues are identified and resolved.

## 26. Electrical

- Outstanding remedials: 1 (<3 months), 234 (>3 months).
- **Action:** Tender a direct 3+1+1 contract with a specialist electrical contractor. ITT documents in progress; working with SWPA to finalise.

## 27. Fire Risk Assessments (FRA)

- No <3 month remedials due to recent FRA dates. 386 >3 month actions relate to passive compartmentation/fire doors.
- **Action:** Tender currently LIVE on SWPA portal for passive fire remedials due to close 02/02/2026. Job advert for second Compliance Surveyor (Fire) was unsuccessful, to be readvertised 06/01/2026.

## 28. Water Safety

- The TSM submission currently reflects 100% completion of Legionella Risk Assessments (LRAs) for 21 higher-risk sites, including community centres and HMOs. Recent gap-analysis work indicates that additional sites may require assessment, and our records will be updated to ensure we accurately reflect the current position.
- **Action:** We will carry out a full review of our water hygiene data to strengthen our water management processes and future TSM submissions. Our Water Hygiene Risk Assessments will be refreshed to identify any outstanding actions, such as tank cleaning and removal of dead-legs.
- Our records show approximately 500 LRAs for other sites, including communal areas and domestic dwellings. We currently complete LRAs for 5% of domestic homes each year; these figures have not yet been submitted pending the outcome of the broader data review.
- Remedial works remain in progress to continue reducing outstanding actions. As we do not yet have a dedicated Water Hygiene Contract, work is delivered via Ian Williams Ltd and Churchills Environmental.
- **Action:** Tender documents are being prepared to appoint a specialist water hygiene contractor directly, with the intention of going out to tender in Q4 2025/26.

## 29. Asbestos

- All the recommended remedials stem from this years and previous years reinspection programme.
- **Action:** Quotes received from IWS for all remedials. Due to costs involved/procurement rules, a written specification will need to be completed and sent out to a minimum of 3 contractors.

## 30. Lifts

- All lifts are LOLER compliant. Coastal conditions were causing frequent breakdowns at Trumps Court. Remedial actions highlighted on LOLER reports.
- **Action:** Advanced annual maintenance works implemented at Trumps Court and has reduced breakdowns. Albion Court has now been fully refurbished and in service. All remedial works have been quoted for and jobs raised with contractor. Long-term plan to tender a new lift contract.

## 31. Radon Gas

- No domestic radon detection programme currently in place.

- **Action:** Radon detection programme has gone out to tender with the aim to award and start contract with testing in Q4 of 2025/2026. Control measures to follow based on results.

### Planned Works

32. The Planned Works Team have over 30 live projects at varying stages that is summarised in Table 3 below. An additional Planned Works Surveyor is being recruited to process the increasing number of referrals into programmes of work.

*Table 3. Summary of the Planned Works activities*

<b>Metric</b>	<b>Q1 25/26</b>	<b>Q2 25/26</b>	<b>Q3 25/26</b>
Total number of planned works referrals	34	79	121
Awaiting approval or approval preparation	11	12	3
Awaiting Design	5	4	10
In design	4	4	4
Tendering	1	3	1
Contract awards	4	3	1
Onsite projects (excluding adaptations)	7	3	2
Completed projects & in defect period	10	6	13

33. Planned Works referrals are rising, with 115 submitted by the end of Q3. This is anticipated as we look to complete the non-emergency and more complex repairs through the Planned Works programme due to this route providing greater value for money: reactive repairs are typically two to four times more expensive compared to a planned delivery approach.
34. **Case Study - AD1 Energy Efficiency Follow-On Project:** Following the installation of more than 100 Air Source Heat Pumps under the Government-funded LAD1 programme in 2021, EDDC identified that many homes required additional energy-efficiency improvements to ensure tenants could fully benefit from the new systems. A full retrofit assessment has now been completed by Rand Associates for all properties originally included in the scheme, with 60 homes identified as still needing targeted upgrades to reach the minimum energy efficiency standard (e.g. EPC Band C). Tailored improvement measures such as solar PV, cavity wall insulation, A+ double-glazed windows, insulated doors, and high-heat-retention storage heaters will significantly reduce tenant's energy bills and improve comfort. Ian Williams (Plymouth) have been awarded the contract to complete the works. Mobilisation is currently underway, with works scheduled to begin mid-January and be fully completed by the end of June, ensuring the homes achieve the performance levels required for efficient, affordable heating.
35. There is no recorded change to our Decent Homes performance position at this time, as we work to finalise data importing into the system from the stock condition survey, and address the previously referenced challenges associated with Awaab's Law / HHSRS reporting.

### Resources

36. The response to recruitment opportunities in P&A earlier this year have been positive with a reasonable number of suitable applications received. The last two posts to be advertised in the leadup to Christmas received no credible applications. We have no firm evidence to explain the change, apart from the following anecdote evidence from other local housing providers:
- Local Government Reorganisation (LGR): Awareness of LGR is increasing and this is reducing the likelihood of candidates applying to organisations impacted.

- Impact of Awaab's Law: One organisation has reported a four-fold increase in damp and mould maintenance activities, and they are seeking additional Surveyor resource to address this need.

37. In response to the above challenges, we are adopting the following approach to fill the Fire Surveyor and Temp Maintenance Surveyor roles:

1. Explore if a role can be filled by training existing lower grade staff so they can apply for the vacant roles.
2. Approaching recruitment organisations in a controlled manner to ensure value for money is being delivered via this recruitment route.

38. As indicated earlier, we have been successful in recruiting a new Planned Works Surveyor and they will start in the new year. We have also been able to recruit a Maintenance surveyor to increase the FTE's from 3.4 to 4.4. An internal move with housing has led to the Repairs Analyst role being advertised over the Christmas Break.

### **Performance Framework**

39. The introduction of a Performance Framework to ensure consistent reporting metrics to the Regulator and other stakeholders, has been slower than expected due to the resource challenges. Progress is now being made, and the framework will be operational by end of Q3 / early in Q4.

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### **Financial implications:**

There are no direct financial implications on which to comment.

### **Legal implications:**

There are no legal implications on which to comment.

## Appendix A – P&A TSM Action Plan – Progress Update

Customer Feedback	Solution	Progress Update
<b><i>Keeping Properties in Good Repair</i></b>		
Many tenants reported waiting weeks or months for repairs, with some jobs left unfinished or inadequately completed.	<ul style="list-style-type: none"> <li>New repairs process is being implemented as part of the preparation for Awaab's law.</li> <li>The metrics "% of repairs completed in target" is being modified to cover multiple jobs.</li> <li>Work is ongoing to resolve the integration errors between EDDC and the supplier's systems. Further updates will be provided.</li> <li>Implementation of Voicescape will enable customer satisfaction to be requested for all jobs and the root cause for any positive and negative feedback to be understood.</li> </ul>	<ul style="list-style-type: none"> <li>Partly implemented. Further progress now based on the ability to modify OneHousing.</li> <li>As above.</li> <li>As above, plus we need to complete the recruitment of the vacant Repairs Analyst role.</li> <li>Strata to provide option in the new year for providing the Voicescape service.</li> </ul>
Requests for repairs sometimes "disappear" from the system, and tenants feel they have to chase for updates.	<ul style="list-style-type: none"> <li>The new repairs process includes for the prevention of suppliers abandoning jobs without approval from EDDC. Where required, this will ensure next steps will be agreed (e.g. raising of additional workorders). The number of abandoned jobs is being monitored weekly.</li> </ul>	<ul style="list-style-type: none"> <li>Was initially working, but contractor has reverted to previous process based on weekly performance of abandoned jobs. Additional training to be provide in the new year.</li> </ul>
Some tenants noted that repairs are not completed to a satisfactory standard, leading to recurring problems.	<ul style="list-style-type: none"> <li>Recruitment of sufficient Maintenance Surveyor's to match demand.</li> <li>Maintenance Surveyor being deployed using a patched based model where the operational areas align with the Housing Officers.</li> <li>New repairs process allows for post inspections for higher value jobs initially.</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment of temp Maintenance Surveyor ongoing. Further options to be developed to resolve the survey backlog.</li> <li>Completed.</li> <li>Started, but not applied consistently due to backlog of reactive works.</li> </ul>

Customer Feedback	Solution	Progress Update
	<ul style="list-style-type: none"> <li>Housing Systems training on the 'Recall' process to stop payments if quality issues are identified.</li> </ul>	<ul style="list-style-type: none"> <li>Completed.</li> </ul>
<p>There is a strong demand for better responsiveness and clearer communication from the Council.</p>	<ul style="list-style-type: none"> <li>Evolving the capability of the Repairs Customer Service Team from just reactive customer comms to a blend of reactive and proactive comms.</li> <li>The capability of the new telephone system is being explored to automate some of the call routing. This will create capacity to enable the proactive comms.</li> <li>Scripting is being introduced to ensure a consist and deliverable response to reactive call.</li> <li>Introduction of proactive calls to customers where works has not been delivered within the target timescales.</li> <li>The Planned Works standard Comms plan is starting to be implemented. This will give customers an understanding of when schemes will be completed and updates on progress.</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing. Planned works reactive communications has been established. Need to confirm the approach for proactive repairs comms.</li> <li>Completed</li> <li>Ongoing. Simple script has been introduced, but capability of our housing system is preventing the use of complex scripts. Exploring alternatives options.</li> <li>Linked to Implementation rate of changes to OneHousing. The changes need to be made to identify the target timescales for all jobs.</li> <li>Nearing completion. Now need to send copies of the stage 0 letters to Councillors.</li> </ul>
<b>Well Maintained &amp; Safe</b>		
<p>Persistent damp and mould, and unresolved structural/condition issues.</p>	<ul style="list-style-type: none"> <li>Implement a referral process to planned works to allow a holistic approach to addressing the root cause of these issues.</li> <li>Complete the D&amp;M Risk Assessment exercise and use it to target proactive inspections.</li> </ul>	<ul style="list-style-type: none"> <li>Referral process completed. Recruitment of additional resources nearing completion. Budgets limits will likely control delivery.</li> <li>Risk assessment to be developed early in the new year.</li> </ul>
<p>Promised home improvements (e.g., windows, kitchens) are overdue by years.</p>	<ul style="list-style-type: none"> <li>Communicate when works will be completed</li> </ul>	<ul style="list-style-type: none"> <li>Established for Planned Works. Now needs to be developed for Repairs.</li> </ul>

Customer Feedback	Solution	Progress Update
	<ul style="list-style-type: none"> <li>Strategic Asset Management plan</li> </ul>	<ul style="list-style-type: none"> <li>Ark Consultants have been commissioned to develop the SAM. To be published by Q1 26/27.</li> </ul>
Communal areas described as poorly maintained, overgrown, unclean, or unsafe.	<ul style="list-style-type: none"> <li>Strategic Asset Management plan</li> </ul>	<ul style="list-style-type: none"> <li>As above.</li> </ul>