

Key	Status
Red	At Risk
Amber	In progress & on track
Green	Complete
Blue	Not started

## RSH Consumer Standards Improvement Plan

### Governance Workstream

Standard	Area of non-compliance	Risk Identification	Key Deliverable	Responsible Officer	Delivery Date	Status	RAG
All Standards	<p>An appropriate governance structure within LBTH needs to be established to provide effective oversight for compliance and ensure that the LBTH obligations and duties are being discharged in accordance with the corporate vision and priorities.</p> <p>There is insufficient oversight of key landlord activities.</p> <p>The leadership team, board and panels should undertake a property compliance awareness training session to gain a more thorough understanding of the compliance obligations and how to provide more effective oversight, scrutiny, and challenge of compliance performance</p>	<b>Pennington's-High/Medium</b>  <b>HQN</b>	Approval for Tenant and Leaseholder Engagement Strategy with aim of putting customer first, establishing key priorities linked to residents and neighbourhoods delivering a wider range of engagement options for residents to inform service design and delivery.	Head of Regulatory Assurance	November 2024	In Progress	Yellow
			Establish Housing Management Sub-Committee	Head of Regulatory Assurance	December 2024	In Progress	
			Establish Programme, Performance and Compliance Management Governance Structure	Programme Lead – Housing Management	December 2024	In Progress	
			Agree programme and delivery plan for support and training for strengthened Tenants' Voice	Head of Regulatory Assurance	December 2024	In progress	
			Agree programme and delivery plan for support and training for Members to develop a more thorough understanding of the compliance obligations and how to provide more effective oversight, scrutiny, and challenge of compliance performance	Head of Regulatory Assurance	December 2024	In progress	
			Audit current documents to ensure they are dated, reflect changes following insourcing and are in final form	Head of Regulatory Assurance	January 2025	In progress	
			Agree (following stakeholder engagement and consultation) a 1-year Housing Management Service & Improvement Annual Plan, to include vision, performance framework and establishing a resident first culture	Director of Housing Management	March 2025	In progress	
			Undertake series of policy principles and strategic direction workshops (that include the necessary strategic leaders and have technical input from operational staff) for each compliance area to finalise draft policies	Head of Regulatory Assurance & Head of Asset Management and Compliance	April 2025	In progress	
			Produce a new suite of policy documents using a consistent approach and layout and have been approved following LBTH's formal approval process	Head of Regulatory Assurance & Head of Asset Management and Compliance	December 2025	In progress	

## RSH Implementation Improvement Plan

### Data Improvement Workstream

Standard	Area of non-compliance	Risk Identification	Key Deliverable	Responsible Officer	Delivery Date	Status	RAG
Transparency, Influence & Accountability/ Safety & Quality	There is a need to improve the data we hold on our residents and then use this to deliver improved proactive services.  Data management for the individual compliance programmes requires improvement. The migration from Tower Hamlets Homes (THH) legacy systems onto Northgate (NEC) is currently in progress. As a result, many of programmes lack system driven processes and programmes are being managed manually through spreadsheets. In many areas there is an inability to accurately monitor reinspection programmes, remediation works, and produce an auditable trail of evidence for each compliance area.	Pennington's - High	Establish Data Quality Working Group with key stakeholders (including service Data Champions) across housing management, which will develop and deliver the Data Quality Action Plan	Head of Housing Resources	February 2025	In progress	Yellow
		HQN	Agree and implement Housing Data Management Strategy	Head of Regulatory Assurance	March 2025	In progress	Yellow
		HQN	Develop a Data Dashboard on Key Data points (as defined by HACT)	Head of Regulatory Assurance	September 2025	In progress	Yellow
		HQN	Deliver Data Quality Awareness Training to all Housing Management staff	Head of Regulatory Assurance	March 2025	In progress	Yellow
		HQN	Implement structured housing management process on NEC System (including Tenancy Audits, etc.)	Head of Housing Resources	March 2025	In progress	Yellow
		HQN	Implement NEC Servicing Module	Head of Housing Resources	April 2025	In progress	Yellow
		HQN	Scope internal data sharing opportunities with other Council Services (Council Tax, Housing Options, Revs and Benefits and Licensing)	Head of Housing Resources	May 2025	In progress	Yellow
		HQN	Agree Reasonable Adjustment Policy, including definition and response to those who may be vulnerable	Head of Regulatory Assurance	June 2025	In progress	Yellow
		HQN	Develop automated big-six (FLEGAL) compliance dashboard utilising NEC Service Module data	Head of Housing Resources	June 2025	Not started	Blue
		HQN	Develop a quarterly return which analyses customer insights from Complaints, Evictions, Residents in Arrears and then analyses outcomes in terms of protected characteristics with any service improvements / adaptations to be addressed in the Reasonable Adjustment Policy where necessary.	Head of Regulatory Assurance	July 2025	In progress	Yellow
		HQN	Produce bi-annual equitable outcomes monitoring report to Tenant Voice and Housing Management Sub-Committee on our Neighbourhood Management Service	Head of Regulatory Assurance	July 2025	In progress	Yellow
Neighbourhood & Community Standard	Approach to Neighbourhood management appears to be under-developed with a lack of a strategy and a disconnect between processes and outcomes	HQN	Develop a neighbourhood strategy that sets out "what good looks like" and how you can achieve it – consult with residents over standards to be achieved through development of Neighbourhood Action plans and "You said, we Did", using data and insight gained from residents to improve services	Senior Head of Neighbourhood and Customer Services	September 2025	In progress	Yellow

## RSH Implementation Improvement Plan

### Asset Management

Standard	Area of non-compliance	Risk Identification	Key Deliverable	Responsible Officer	Delivery Date	Status	RAG
Safety & Quality	<p>Asset Management Strategy not delivering robust plans based on Stock Condition Data.</p> <p>Asset-based health and safety risks and how they are managed need to be mapped.</p> <p>Data management around Landlord Compliance and Asset Management activities requires improvement.</p> <p>Resource issues have resulted in non-compliant FRAs due to resource issues with contractors. There is an obligation to address risks of FRAs within appropriate timescales; there are outstanding and overdue FRA actions.</p> <p>Data validation exercise coordinated across all compliance programmes.</p> <p>Compliance programmes and actions need to be system driven, to reduce manual processes and the risk of human error.</p> <p>Asbestos information for buildings needs to be accurate, live, and readily accessible – register that is kept up to date required.</p> <p>Water hygiene catch up programme required to ensure all risk assessments are completed within the timeframes stipulated in policy.</p> <p>All passenger lifts need to be included on the thorough inspection programme and each passenger lift inspected within the six-month timeframe</p>	Penningtons – Critical/High	Establish catch up FRA Programme for addressing outstanding and overdue FRA actions, with monitoring captured in the monthly Compliance Dashboard and submitted to Housing Management Sub-Committee	Senior Head of Housing Property and Asset Investment	December 2024	In progress	Yellow
			Review and mobilise to deliver the Capital Programme, ensuring there is visibility and clear approval process at every step in the process	Senior Head of Housing Property and Asset Investment	January 2025	In progress	Yellow
			Complete catch-up programme to ensure all water hygiene risk assessments are completed within the timeframes stipulated in the policy.	Senior Head of Housing Property and Asset Investment	January 2025	In progress	Yellow
			Establish data validation and reconciliation process coordinated across all compliance programmes	Senior Head of Housing Property and Asset Investment	February 2025	Not started	Blue
			Implement NEC Servicing module	Senior Head of Housing Property and Asset Investment	March 2025	In progress	Yellow
			Develop methodology to use repairs and maintenance analytics to inform our stock condition data and capital investment replacement programme	Senior Head of Housing Property and Asset Investment	March 2025	In progress	Yellow
			Ensure all LIFT inspections are inspected within six-month timeframe, achieving target compliance by March 2025	Senior Head of Housing Property and Asset Investment	March 2025	In progress	Yellow
			Complete end to end review of policy and process for decants and agree Decant Policy and Procedure	Senior Head of Neighbourhood and Customer Services	March 2025	In progress	Yellow
			Include stock condition programme for renewable technologies within our buildings	Senior Head of Housing Property and Asset Investment	March 2025	In progress	Yellow
			Establish asbestos register on the NEC system and ensure the asbestos information for buildings are accurate, live and readily available.	Senior Head of Housing Property and Asset Investment	March 2025	Not started	Blue
			Implement LBTH health and safety matrix which maps out all asset-based health and safety risks and how they are managed	Senior Head of Housing Property and Asset Investment	April 2025	Not started	Blue
			Increase Capital Programme to address Decent Home Failures, reducing the number of non-December homes by 25%	Senior Head of Housing Property	April 2025	In progress	Yellow

**RSH Implementation Improvement Plan**

				and Asset Investment			
			Complete internal Stock Condition Survey to council owned temporary accommodation in Registered Provider blocks	Senior Head of Housing Property and Asset Investment	April 2025	In progress	
			Complete internal and external Stock Condition Survey to council owned temporary accommodation with private freeholders	Senior Head of Housing Property and Asset Investment	April 2025	In progress	
			Agree and implement renewed 5 year Asset Management Strategy that describe LBTH approach to asset management, which for example identifies asset management challenges, is based on robust condition data and includes a prioritised action plan and approach to risk and affordability in the MTFs.	Senior Head of Housing Property and Asset Investment	June 2025	In progress	
			Review handover process for new developments and acquisitions to ensure Asset related data is complete and across all key systems	Senior Head of Housing Property and Asset Investment	June 2025	Not Started	
			Achieve target % stock condition data.	Senior Head of Housing Property and Asset Investment	March 2026	In progress	
			Automatic updating of element driven by capital investment NEC module	Senior Head of Housing Property and Asset Investment	December 2025	Not Started	
			Following completion of Neighbourhood Plans and Asset Strategy, develop prioritised improvement plans (to include resident engagement, consultation and working group to deliver the actions)	Senior Head of Housing Property and Asset Investment	December 2025	Not Started	

RSH Implementation Improvement Plan

Complaints Workstream

Standard	Area of non-compliance	Risk Identification	Key Deliverable	Responsible Officer	Delivery Date	Status	RAG
All Standards	<p>Complaints management does not reflect positive practice in several ways, including performance but also lack of evidence of learning from complaints. Responses within time at stage 2 fall far short of acceptable; learning from complaints is mixed, and policies and guides are out of date.</p> <p>Complaints performance data needs to be reviewed to understand the drivers for underperformance at stage two.</p> <p>Complaints performance dashboard needs to be formally shared with senior leaders and elected members. The dashboard should be compiled with input from operational teams to include informed commentary on key issues or outlining where performance is not meeting target and detailing the improvement plan and when performance can be expected to fall back in to line with the target.</p> <p>Redress and compensation policy seriously out of data and non-compliant with Ombudsman expectations</p>	<p>Pennington's - High</p> <p>HQN</p>	Deliver HQN Complaint Responses Tone of Voice Training	Head of Regulatory Assurance	October 2024	Complete	Green
			Implement revised templates for stage 1 and 2 responses	Head of Regulatory Assurance	November 2024	In progress	Green
			Develop Quarterly Complaints report which provides insight leading to embedding lessons learnt from Complaints	Head of Regulatory Assurance	December 2024	In progress	Yellow
			Launch Corporate Complaints Dashboard	Director of Customer Services	December 2024	In progress	Yellow
			Embed the quarterly Complaints Report in reporting cycle and use this to inform service improvement plans.	Head of Regulatory Assurance	December 2024	In progress	Yellow
			Implement Acceptable Behaviour Policy	Head of Regulatory Assurance	January 2025	In progress	Yellow
			Review Complaints Compensation Policy and implement new Compensation Procedure including training for all colleagues involved in the process	Head of Regulatory Assurance	March 2025	In progress	Yellow
			Implement a Complaints Lessons Learned log and ensure this is published on the website and shared with Tenants' Voice	Head of Regulatory Assurance	March 2025	In progress	Yellow
			Amend ICASE to ensure root case analysis can be drawn from complaints monitoring	Head of Regulatory Assurance	March 2025	In progress	Yellow
Complete review of the Customer Relations Team structure to ensure it is effectively resources. This includes seeking agreement for permanent resourcing to take on Stage 2 complaints.	Head of Regulatory Assurance	April 2025	In progress	Yellow			



Repairs Service and Handling of Damp & Mould Workstream

Standard	Area of non-compliance	Risk Identification	Key Deliverable	Responsible Officer	Delivery Date	Status	RAG
Safety & Quality Standard	<p>There needs to be a standardised approach to damp and mould surveys to ensure consistency of data capture and reduce the risk of gaps and risk associated with manual processes.</p> <p>Dashboard need to capture all and any damp and mould cases. Changes in processes and systems to ensure this should be considered.</p> <p>Staff need to have the right IT and equipment and all works relating to damp, mould and condensation should have recorded evidence to support them.</p> <p>Need to document end-to-end no access process relating to cases of damp, mould and condensation.</p> <p>Poor Repairs performance with data that cannot be reconciled with contractor and low levels of customer satisfaction</p>	Penningtons-High	Deliver diagnostics training to HSC and all other frontline colleagues responsible for raising repairs	Head of Repairs	November 2024	In progress	Yellow
			Complete end to end review of Repairs Service	Head of Repairs	December 2024	In progress	Yellow
			Implement daily repairs Work in Progress reporting	Head of Repairs	December 2024	In progress	Yellow
			Review and implement changes to Contact Centre Messaging for Repairs Reporting	Senior Head of Neighbourhoods & Customer	December 2024	In progress	Yellow
			Implement a Damp and Mould Dashboard	Head of Repairs	March 2025	In progress	Yellow
			Complete Damp and Mould Process Review	Senior Head of Housing Property and Asset Investment	March 2025	In progress	Yellow
			Develop and implement new no-access process	Senior Head of Neighbourhoods & Customer	April 2025	In progress	Yellow
			Roll out to all frontline colleagues an awareness campaign (Every Visit Counts) around Safeguarding, Damp and Mould, and data.	Head of Regulatory Assurance	April 2025	In progress	Yellow
			Review and implement new Repairs policy	Senior Head of Housing Property and Asset Investment	December 2025	In progress	Yellow
			Deliver Repairs action plan	Senior Head of Housing Property and Asset Investment	December 2025	Not started	Blue
			Strengthen and formalise contract management arrangements across key contracts	Head of Repairs	December 2025	In progress	Yellow
			Review and implement a Rechargeable Repairs Policy	Head of Repairs	December 2025	In progress	Yellow
			Deliver solution with contractors to ensure real-time visibility of repair statuses and notes are available to the HSC via NEC or access to contractor portal in the short-term.	Head of Resources	March 2025	In progress	Yellow
			Provide solution for officers on site to raise repairs	Head of Resources	March 2025	In progress	Yellow
			Complete outstanding NEC actions to improve connectivity to contractor systems	Head of Resources	June 2025	In progress	Yellow
Complete Interfinder improvements so that Interfinder is configured and all relevant information is collected at point of entry and links to real time availability of operative.	Head of Resources	June 2025	In progress	Yellow			
Automate progress updates for residents via SMS	Head of Housing Resources	June 2025	In progress	Yellow			