

Board C2 – C1 Plan



Anti-social behaviour Current position: ASB delivery plan approved by the Customer Experience Committee (CEC) and reviewed by Board in June 2026. New ASB manager in post. Enhanced reporting to CEC and Board, commencing with Q1 reporting.					
Milestones	RAG status	Outcomes	Performance at July 26	Board assurance and reporting	Tenant engagement
May 2026: Increase visibility of ASB performance reporting to the Board (completed) June 2026: Increase project governance and oversight for ASB Improvement Project (completed) September 2026: Updated ASB Policy approved and implemented. New Hate Crime Policy approved and implemented. December 2026: Resident engagement -focus groups delivered to understand resident experience of ASB service and feedback on policies January 2027: Policies (including resident feedback) signed off by Customer Experience Committee March 2027: Reduction in overdue cases, improved risk assessment compliance, and evidence of strengthened case management controls. September 2027: Independent assurance review or internal audit completed with recommendations implemented. March 2028: TSM satisfaction with ASB handling increased to 54%.	Green – improvements established and progressing in line with agreed milestones	We understand the risks faced by residents and take appropriate action to keep them safe as measured by % of active cases without completed risk assessment – target 0% by March 2027. Residents receive regular communication throughout their ASB case and know what action is being taken as measured by % of cases with no contact within 2 weeks – Target 0% by March 2027 (dashboard reporting being developed, manual records show currently at target) Residents feel satisfied with how we respond to and manage anti-social behaviour as measured by our TSM to 38% by March 2027 and 54% by March 2028 We'll use resident feedback to continuously improve the quality and effectiveness of our ASB service - Transactional surveys will be introduced, and additional performance measures will be determined.	0.87% (= 1 case under review) 0% 45%	ASB performance dashboard YTD to July 26. Summary review of high-risk cases and safety of affected customers. Project highlight report to July 26 showing progress of the ASB improvement project reviewed by CEC and Board.	Members of our customer experience committee (CEC), which includes resident members receive detailed performance information on ASB, together with oversight of high-risk ASB cases. Resident engagement on the updated ASB policy and the new Hate Crime policy. We've engaged TPAS to undertake a service review, and this will be used to gain further understanding of how residents currently experience ASB services, where existing approaches are working well and where improvements may be required. During this, there will be opportunities for residents to share honest feedback.

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Repairs Service: Current position: Significant progress has been made in reducing the legacy repairs backlog. However, customer demand and contact volumes remain high due to manual scheduling processes, impacting on customer experience and service efficiency.					
Milestones	RAG status	Outcomes & Timescales	Performance At July 26	Board assurance and reporting	Tenant engagement
August 2026: Restructure of central repairs team and management layers (completed). October 2026: New subcontractor framework in place to strengthen contract management and VfM. November 2026: New repairs managed service model implemented. December 2026: Transactional repairs surveys implemented. March 2027: First-time fix, completion times and WIP levels achieving agreed improvement targets. September 2027: Independent review confirms anticipated service improvements achieved. March 2028: Repairs satisfaction increased to 65%.	Green - Improvement activity is progressing in line with plan, with key transformation milestones delivered or on track for delivery.	Residents can rely on us to respond quickly when urgent repairs are needed, reducing the risk of harm, inconvenience or further damage to their home as measured by Attended within target – emergency – 95% by March 2027. Residents can trust that routine repairs will be attended within expected timescales, helping prevent issues from escalating and improving their experience of our service as measured by Attended within target – routine – 85% By March 2027. Repairs are completed right first time, reducing repeat visits, inconvenience and disruption for residents as measured by first time fix – 76% by March 2027. Residents have repairs completed promptly from initial report through to completion, ensuring homes are maintained to a good standard as measured by Repairs end to end time (days) – target 18 days by March 2027. We maintain an efficient repairs service with manageable workloads, helping ensure residents receive a timely service as measured by Weeks of Demand in WIP – target 3 weeks by March 2027. Residents report a positive experience of our repairs service, demonstrating improvements in service quality, communication and responsiveness as measured by Transactional customer survey satisfaction – 70% by March 2027 and 80% by March 2028 and our TSM of repairs satisfaction to 58 % by March 2027 & 65% by March 2028.	82% 83% 60.1% 16.3 days 2.4 weeks 79.4% 59%	Repairs performance dashboard YTD performance to July 26. Project highlight report to July 26 showing progress of the repairs improvement project reviewed by Board. Repairs deep dive undertaken by CEC in September 2026.	The resident repairs panel currently in place receives regular performance information relating to our repairs service. Our transactional customer survey feedback is used to inform areas of improvement. Our resident repairs panel is involved in the equality impact assessment of our repairs policy, due to be implemented in December 2026.

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Complaint handling					
Current position: Response times have improved and are broadly in line with sector peers. Complaint volumes remain high, with approximately 50% relating to repairs services.					
Milestones	RAG status	Outcomes	Performance to July 26	Board assurance and reporting	Tenant engagement
June 2026: Rescope complaints handling improvement project to focus on reducing escalations and un-pause project (completed) August 2026: Launch pilot for new Quality Assurance Framework to support reduction in escalations (completed) September 2026: Utilise complaints module for recording and tracking and completing follow on actions. October 2026: Review findings from QAF pilot and agree next steps. December 2026: Transactional complaints survey introduced and learning framework embedded. March 2027: Compliance maintained and reduction in Stage 2 escalations achieved. September 2027: Resident scrutiny review and/or internal audit completed. March 2028: Complaint satisfaction increased to 38%.	Amber - Core performance remains stable and improvement activity is progressing; however high complaint volumes and ongoing service pressures present a risk to delivery of longer-term improvement outcomes.	Residents receive prompt responses to their concerns and complaints, helping to build trust and confidence in our service as measured by Stage 1 complaints responded to within Complaint Handling Code timescales - 95% by March 2027. Residents can be confident that more complex or escalated complaints are reviewed fairly and responded to within agreed timescales as measured by Stage 2 complaints responded to within Complaint Handling Code timescales – 95% by March 2027. Residents' concerns are resolved effectively at the earliest opportunity, reducing the need for escalation and improving their overall experience as measured by % complaints escalated from stage 1 to stage 2 - 20% by March 2027. Residents experience fair, effective and complete complaint resolution, reducing the need to seek external review as measured by No. of cases escalated the HOS – <60 by March 2027 (rolling 12months). We'll see an improvement in our TSM complaint satisfaction to 30% by March 2027 & 38% by March 2028.	91% 77% 30% 48 26%	Complaints performance dashboard YTD performance to July 26. Project highlight report to July 26 showing progress of the complaints improvement project reviewed by CEC and Board. Complaints deep dive will be undertaken by CEC in November 2026.	We have a customer change and improvement panel (CCIP) who carried out a scrutiny project on complaints. The recommendations from this project are embedded within our complaint's improvement project as part of our change programme. Residents are involved in reviewing complaint themes, identifying lessons learned and shaping service improvements. Regular communications to demonstrate actions taken in response to complaints.

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Diverse needs – right support					
Current position: Improvement work underway through the Right Support Programme, including customer insight, segmentation and review of neighbourhood services.					
Milestones	RAG status	Outcomes	Performance to July 26	Board assurance and reporting	Tenant engagement
September 2026: Pilot survey with a cohort of residents to test enhancements to data collection process (completed) October 2026: Review survey effectiveness and analyse results. Agree next steps. November 2026: Customer Support Policy, procedure and process developed and ready for resident engagement. December 2026: Resident engagement completed and outcomes fed into wider neighbourhood operating model design work. March 2027: New service model approved and needs recording processes embedded. September 2027: Service model implemented and outcome measures reported to Board. March 2028: Demonstrable improvement in identifying, understanding and supporting diverse resident needs.	Amber – discovery and design activity progressing well. implementation and benefits realisation remain to be delivered.	With the customer data we currently have, we're using this to shape and deliver services that meet individual need. Our green flag process is embedded within our policies. As part of our ongoing plans, we'll have a richer understanding of our customers, with more comprehensive customer data available. A dedicated customer support policy is being developed to strengthen our approach. The right support model will include defining clear success measures and outcomes in collaboration with our residents, and these will be regularly monitored, reviewed and refined to ensure they remain effective.	First phase surveys completed 249 out of 630 (a 39% response rate against an expected rate of around 50%) New green flags raised in Q1: 58	Project highlight report to July 26 showing progress of the right support project improvement project reviewed by CEC and Board.	Residents will co-design, test and evaluate the new service model. Feedback will directly inform service design decisions and success measures, with progress reported to residents on a "you said, we did" basis. Damp and mould policy and procedure that specifically triages on additional needs / green flags reviewed by customers when created.