LBH Service Improvement Strategy 2025/26 – 2028/29

Delivering excellent, compliant and resident-focused landlord services

January 2026

Contents

Purpose of this Strategy

This strategy sets out how the London Borough of Hillingdon (LBH) will address the areas for improvement identified in the Regulatory Judgement (C2, July 2025) and provide assurance to the Regulator of Social Housing (RSH), Members, and residents that these improvements are being delivered, monitored, and sustained.

The strategy is designed to:
- Respond directly to the issues in the Regulatory Judgement.
- Set out root cause analysis, corrective actions, and mitigation for each issue.
- Define how progress will be monitored, governed, and reported.
- Show how residents' voices shape improvements and outcomes.
- Provide a clear route for LBH to move from a C2 to a C1 grading.

"We welcome the regulator's findings which highlights our commitment to ensuring tenants live in safe, warm and good quality homes in welcoming neighbourhoods.

"We have a robust plan in place to make ongoing improvements, including our significant £108 million investment programme to rapidly enhance tenants' homes and equip them for the future. We will continue to work closely with the regulator and our residents to implement further improvements.

"Finally, I also want to thank our tenants and leaseholders whose feedback has helped shape our services. Their voices have played an integral role in developing and testing our landlord improvement plan."

Cllr Steve Tuckwell – Cabinet Member for Planning, Housing and Growth

We want the information we share to be clear, simple to understand, and easy to access. This strategy can be made available in the following translations:

- Urdu
- Punjabi
- Gujrati
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- Somalia

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1. Background

This Service Improvement Strategy provides a clear framework to achieve compliance with consumer standards, strengthen resident engagement, and drive continuous improvement across all housing and landlord services.

1.1. The regulatory framework for social housing in England

The social housing sector in England – including local authority landlords such as London Borough of Hillingdon (LBH) – is regulated by the Regulator of Social Housing (RSH). The RSH's statutory remit is to promote a social housing sector that is viable, efficient, well-governed and capable of delivering good housing outcomes for tenants and prospective tenants.

In recent years, the regulatory regime has been strengthened through the Social Housing (Regulation) Act 2023, which placed additional powers on the RSH and refreshed the regulatory standards applied to social landlords. Alongside this, the Building Safety Act 2022 introduced a new regulatory framework to improve building safety and accountability following the Grenfell Tower tragedy, ensuring landlords take proactive measures to manage safety risks in their housing stock.

The introduction of Awaab's Law further reinforced landlords' obligations to address damp and mould hazards promptly, protecting residents' health and wellbeing. In addition, the Housing Ombudsman's Complaint Handling Code of Compliance has set clear expectations for how landlords should manage complaints effectively, fairly, and in a timely manner.

Together, these reforms form the foundation for the revised Consumer Standards, which set out the expectations for how social landlords must engage with and deliver services to their tenants. Under this framework, local authorities which own and manage social housing stock are treated as registered social landlord for consumer regulation purposes and must meet the standards set out by the RSH.

1.2. Introduction of The Consumer Standards

With effect from 1 April 2024, the RSH introduced a new set of Consumer Standards (sometimes referred to as "Regulatory Judgements – Consumer Grades") which apply to social housing landlords, including councils such as Hillingdon.

These new standards reflect a shift in regulatory emphasis towards the lived experience of tenants, the condition of homes, landlord-tenant engagement, data and transparency and accountability. They emphasise decent homes, tenant safety, tenant engagement and transparency.

The new regime also introduced a programme of proactive inspections for larger landlords (e.g., those with over 1,000 homes) on a four-year cycle, plus responsive engagements where serious concerns arise.

1.3. What The Consumer Standards are

The Consumer Standards consist of four core standards which landlords are measured against.

 These core standards are:

- **Safety and Quality Standard:** Ensuring homes are safe, warm, well-maintained, and that landlords know the condition of their stock, manage hazards, repairs, maintenance and planned improvements.

- **Transparency, Influence & Accountability Standard:** Ensuring tenants are treated with fairness and respect, can hold landlords to account, influence decision-making, receive clear information, have effective complaints processes, and that landlords gather and use data about performance and tenant needs.

- **Neighbourhood & Community Standard:** Ensuring landlords provide safe, well-maintained, and well-managed neighbourhoods and thriving communities; manage anti-social behaviour, maintain safe shared/ common areas; and work with partners to deliver positive community outcomes.

- **Tenancy Standard:** Ensuring tenancy management is fair and effective, allocations and lettings are appropriate, tenancy sustainment, mutual exchanges, ending tenancies and eviction processes are well managed.

These four standards together cover the consumer regulation side of the RSH's remit.

1.4. How councils and housing associations are graded and what the gradings mean

Under this regulatory framework, when the RSH inspects a landlord or engages responsively, it produces a Regulatory Judgement in which a "consumer grade" is assigned. The grades run from C1 (highest) through to C4 (lowest).

The grades are:

- **C1**: The landlord is delivering the outcomes of The Consumer Standards; the landlord has demonstrated that it identifies when issues occur and puts plans in place to remedy and minimise recurrence.

- **C2**: There are some weaknesses in the landlord delivering the outcomes of The Consumer Standards and improvement is required.

- **C3**: There are serious failings in how the landlord is delivering the outcomes of The Consumer Standards and significant improvement is needed.

- **C4**: There are very serious failings in how the landlord is delivering the outcomes; the landlord must make fundamental changes so that improved outcomes are delivered.

For local authority landlords, these judgments (and grades) are publicly published by the RSH and provide transparency for tenants, oversight bodies and other stakeholders.

1.5. The aim and purpose of The Consumer Standards

The purpose of introducing The Consumer Standards and associated regulatory judgments is to deliver multiple outcomes:

- To ensure that social housing landlords prioritise the outcomes experienced by tenants — to provide safe, well-maintained homes; accessible, effective responsive repairs and housing management services; and meaningful, inclusive tenant engagement.

- To enable the Regulator to hold landlords to account publicly, therefore driving service improvement and remediation where standards are not being met.

- To promote transparency: tenants, elected members, regulators and other stakeholders can see whether the landlord is meeting the required consumer outcomes, and where improvement is required.

- Tenants should be able to access services, raise complaints, influence decision making and hold their landlord to account. Landlords should treat all tenants with fairness and respect.

- To stimulate continuous improvement in the social housing sector: by assigning grades, spotlighting strengths and weaknesses, enabling benchmarking and encouraging best practice.

- To support the aspiration of the regulatory regime that social housing is viable, efficient and well-governed and able to deliver more and better social homes.

The Consumer Standards reflect a shift by the Regulator to a more tenant-centric, outcome-based approach rather than compliance with technical standards alone.

1.6. Why this matters for Hillingdon Council

As a local authority landlord, LBH is subject to this regulatory regime and responsible for ensuring its housing services deliver against the four consumer standards. A grading that is below C1 indicates that there are areas where improvement is required (C2), or more significant areas for improvements (C3 or C4).

In July 2025 the RSH carried out an inspection of LBH and awarded a C2 grading under the new regime.

> July 2025 - Hillingdon Council has been awarded the second highest consumer grading of C2 by the Regulator of Social Housing (RSH)

This Service Improvement Strategy has been produced to align with The Consumer Standards; target the specific outcomes required under the four core standards (home safety & quality, tenancy management, neighbourhoods, transparency/engagement); to move towards – and ultimately achieve – a C1 grade (fully delivering the standards and demonstrating robust management and improvement processes).

Key Aims of the Strategy

- Establish a clear, accountable framework for managing service improvement across Landlord Services
- Ensure transparent governance and embed the resident voice in all decision-making
- Define how the programme will be structured, delivered, reviewed, and audited to maintain compliance and drive excellence
- Clarify stakeholder roles and responsibilities to support effective delivery
- Build a culture of continuous improvement, learning, and collaboration across Housing Services

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By embedding The Consumer Standards into service planning, performance management, tenant engagement and governance arrangements, LBH will:

- Provide improved experiences for tenants (safer homes, better repairs, stronger voice and influence)

- Demonstrate to the Regulator that it has robust systems in place to identify, remedy and prevent issues recurring

- Improve its regulatory judgement and grading, reinforcing organisational reputation and accountability

- Support continual improvement of landlord services in line with sector best-practice and regulatory expectations

2. The Service Improvement Programme

2.1 Improvement Framework – Your Home Your Service Our Future (YHYSOF)

LBH has adopted a comprehensive service improvement framework to

systematically address all areas of required improvements identified in the RSH Consumer Standards Regulatory Judgement. The programme has been branded Your Home Your Service Our Future (YHYSOF).

Vision Statement

"To deliver safe, high-quality homes and responsive services that put residents at the heart of everything we do."

This framework ensures that every identified issue is tracked, owned, and resolved in a structured and transparent way, aligning with both the RSH's expectations and the council's internal governance processes. It establishes clear lines of accountability, consistent reporting, and mechanisms for tenant involvement and scrutiny.

Each area for improvement is mapped against the following framework:

- **Standard:** The specific Consumer Standard to which the issue relates (Safety and Quality, Tenancy, Neighbourhood and Community, or Transparency, Influence and Accountability).
- **Regulatory Requirement:** The precise obligation under the standard, as set out by the RSH.
- **Issue Identified in Regulatory Judgement:** The area requiring improvement identified by the Regulator.
- **Risk to Residents:** The potential or actual consequence of non-compliance, including impacts on safety, service quality, or trust.
- **Root Cause:** The underlying systemic, cultural, or procedural reason for the issue.
- **Immediate Mitigation:** Actions taken promptly to protect residents and reduce immediate risks.
- **Long-Term Resolution:** Structural or procedural changes to permanently address the root cause and prevent recurrence.
- **Lead Officer:** The accountable officer responsible for driving improvement.
- **Key Milestones:** High-level delivery dates with monthly progress monitoring.
- **Governance Route:** The internal and external governance pathways for oversight, including Cabinet, Select Committees, the Landlord Board, and Resident Voice forums.
- **Resident Involvement:** How tenants are engaged in the design, monitoring, and communication of improvements.
- **Progress RAG Rating:** A monthly updated Red – Amber - Green (RAG) status to track progress and highlight risks.

This framework underpins all improvement activity within the service. It ensures that every action plan is evidence-based, resident-focused, and subject to rigorous assurance.

2.2.   Priority Areas for Improvement

Following the Regulatory Judgement, London Borough of Hillingdon has identified three key Consumer Standards where improvement is required:

> ➢ **Safety and Quality**
> ➢ **Neighbourhood and Community**
> ➢ **Transparency, Influence and Accountability**

Each area includes defined issues, actions, outcomes, and milestones aligned with the Improvement Framework.

2.2.1 Safety and Quality Standard

Issues Identified

- 24% of homes currently fail to meet the Decent Homes Standard (an increase from 18.7%).
- Weaknesses in performance reporting, particularly in relation to damp and mould and compliance remedials.
- Repairs performance reporting to senior leadership and tenants is not timely or sufficiently transparent.
- Communication regarding the adaptations process is unclear for tenants who are non-digital or have accessibility needs.

Improvement Actions

- **Deliver a Decent Homes Plan**: Reduce non-decent homes to 14% by March 2026, with quarterly progress reporting to Cabinet and residents.
- **Implement a Monthly Compliance Dashboard**: Covering gas, electrical, water, lift, asbestos, smoke/CO alarms, and damp and mould compliance.
- **Enhance Transparency and Reporting**: Publish quarterly updates to Members and residents via website, newsletters, and the Resident Voice network.
- **Improve Accessibility of Adaptations Process**: Introduce non-digital communication routes (paper, telephone, and in-person channels) to ensure equitable access.

These actions will ensure the council delivers on its duty to provide safe, decent, and well-maintained homes, while strengthening governance and data integrity.

2.2.2 Neighbourhood and Community Standard

Issues Identified

- Anti-Social Behaviour (ASB) Policy remains unapproved.
- No consistent evidence of performance monitoring or reporting against ASB service standards.

Improvement Actions

- **Approve and Publish an Updated ASB Policy by December 2025.**
- **Introduce Quarterly ASB Performance Reporting**, covering resolution times, satisfaction rates, and trends.
- **Improve Transparency:** Ensure policies and service standards are available online and in accessible non-digital formats.

These measures will strengthen community safety, tenant confidence, and accountability for local neighbourhood management.

2.2.3 Transparency, Influence and Accountability Standard

Issues Identified

- Tenant data is incomplete, leading to limited understanding of resident needs and service outcomes.
- Strategic tenant engagement remains underdeveloped; the Resident Voice function is not yet fully embedded.
- Performance information is overly reliant on digital platforms, limiting accessibility.
- Complaints process is only accessible online, excluding non-digital tenants.

Improvement Actions

- **Expand the Tenant Profiling Project:** Build a comprehensive tenant dataset by March 2026 to inform service design and communication.
- **Strengthen the Resident Voice:** Ensure tenant representatives attend Landlord Board meetings and that minutes are published for transparency.
- **Develop a Tenant Communications Strategy:** Introduce multi-channel communications tailored to tenant preferences and access needs (digital and non-digital).
- **Enhance Complaints Accessibility:** Establish multiple contact routes (phone, in-person, letter, and email).
- **Introduce "You Said, We Did" Updates:** Publish lessons learned and service changes resulting from complaints and feedback.

This will ensure that tenants are informed, empowered, and actively involved in influencing decisions that affect their homes and communities.

2.3   Service Improvement Workstreams

To deliver the Service Improvement Programme effectively, Hillingdon Council has established a series of dedicated workstreams, each focused on a critical component of the Consumer Standards and the wider transformation objectives.

Each workstream is led by a designated officer and supported by cross-service operational focus groups, ensuring that improvement activity is embedded within day-to-day service delivery. The workstreams are interdependent, feeding into a coordinated programme structure overseen by the Landlord Board and Corporate Director.

Workstreams
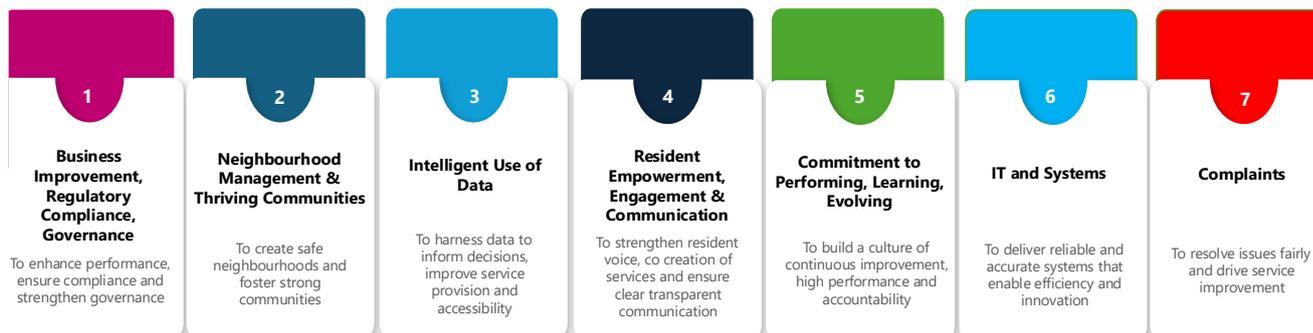
To deliver sustained and measurable improvements in housing services, seven integrated workstreams have been established. Each workstream is designed to strengthen compliance with the Regulator of Social Housing's Consumer Standards, improve the customer experience, and embed a culture of continuous improvement across all housing functions. Together, these workstreams form the operational framework through which the Council will deliver and evidence progress to residents, Members, and regulators.

Workstream 1. Business Improvement, Regulatory Compliance and Governance

This workstream focuses on enhancing performance, ensuring statutory and regulatory compliance, and strengthening governance arrangements. It brings together internal audit, assurance, and service review functions to identify weaknesses, implement corrective action, and monitor progress through clear reporting lines to senior management, Members, and residents.

Key priorities include embedding robust performance management, reviewing policies and procedures against the Consumer Standards, and ensuring that oversight bodies receive timely, accurate, and transparent information on service delivery.

Workstream 2. Neighbourhood Management and Thriving Communities

This workstream aims to create safe, clean, and cohesive neighbourhoods through proactive estate management, early intervention, and community engagement. It supports the delivery of the Neighbourhood and Community Standard by fostering resident-led initiatives, tackling antisocial behaviour, and improving estate environments.

The focus will be on prevention, partnership working with statutory agencies, and empowering residents to take an active role in shaping their communities.

Workstream 3. Intelligent Use of Data

Data-driven decision making is central to effective housing management and service improvement. This workstream will strengthen data integrity, accessibility, and analysis across all service areas.

It will ensure that performance, compliance, and resident feedback data are systematically collected, validated, and used to inform strategic planning, resource allocation, and risk management. The goal is to move from reactive to predictive service delivery, supporting transparency and evidence-based decision making.

Workstream 4. Resident Empowerment, Engagement and Communication

This workstream will embed a culture of openness, accountability, and co-production with residents.
It aims to enhance the resident voice through accessible engagement channels, transparent communication, and involvement in service design and scrutiny.

Initiatives will include the expansion of the Resident Voice framework, which includes The Resident Scrutiny Panel, Resident panels, and Special Interest Groups, increased use of digital and community-based engagement, and regular "You Said, We Did" feedback loops to demonstrate the impact of resident involvement on services.

Workstream 5. Commitment to Performing, Learning and Evolving
Cross cutting workstream

Building a culture of continuous learning and improvement is key to maintaining high standards and staff accountability. This workstream focuses on developing skills, sharing learning from complaints and audits, and embedding reflective practice across teams.

It includes the development of a Service Improvement Learning Hub, internal training programmes, and post-project reviews to ensure lessons are captured and applied consistently.

This workstream will cover the professional development of housing staff to meet the requirement of the professionalism agenda under a new Competence and Conduct Standard being introduced within the Consumer Standards in October 2026.

Workstream 6. IT and Systems
Cross cutting workstream

Reliable, integrated, and efficient systems are essential for accurate reporting, improved service delivery, and regulatory compliance. This workstream focuses on strengthening the council's digital infrastructure to ensure that housing, asset, and compliance systems are modern, connected, and capable of supporting data-driven decision making.

Key priorities include upgrading core systems to enable accurate performance monitoring, streamlining workflows to reduce manual processes, and enhancing data sharing between service areas. The workstream will also focus on improving

accessibility and functionality for both staff and residents through user-friendly portals, ensuring that systems are resilient, secure, and compliant with data protection legislation.

This workstream underpins all other areas of service improvement by enabling efficiency, accountability, and innovation across the housing service.

Workstream 7. Complaints
Cross cutting workstream

An effective complaints service is central to learning, accountability, and customer confidence. This workstream will ensure full compliance with the Housing Ombudsman's Complaint Handling Code and the Regulator of Social Housing's Consumer Standards, embedding a culture where feedback and lessons learned drives continuous improvement.

The focus will be on ensuring that complaints are handled fairly, consistently, and transparently, with lessons learned used to shape policy, service design, and staff training. Regular analysis of complaint trends will inform improvement planning, while residents will be kept updated through clear "You Said, We Did" communications.

This workstream will also strengthen governance and oversight, with performance data reported regularly to Members, senior management, and residents through scrutiny panels and annual reporting.

The overall aim is to resolve issues promptly, improve resident satisfaction, and use insight from complaints to strengthen services and trust.

Each workstream contributes to the overarching goal of improving service quality, achieving compliance, and progressing from a **C2 to C1 grading** under the RSH Consumer Standards.

2.4   Lessons Learned Approach

A structured lessons-learned process will ensure continuous improvement and sector learning:

Each workstream will maintain a lessons learned log, capturing root causes, corrective actions, and measurable outcomes.

Progress and lessons from the Service Improvement Programme will be shared with staff, Members, and residents through newsletters, website articles, video updates, and bulletins across the year, complemented by the annual residents' conference.

For staff, all-staff sessions with the Corporate Director and senior management will highlight the programme's progress, lessons learned, the improvement journey, and how their vital work contributes to its success.

Cabinet meeting minutes, including programme updates, will also be published for public access, ensuring transparency, accountability, and ongoing engagement.

Insights will be incorporated into policies, action plans, procedures, training, and governance arrangements to embed a culture of continuous improvement and reflective practice across housing services.

2.5 Desired Outcomes

Through this Service Improvement Strategy, LBH aims to:

- Deliver safe, decent, and well-maintained homes in line with the Safety and Quality Standard.
- Provide transparent and consistent performance reporting to Members, residents, and the Regulator.
- Offer fair, inclusive, and accessible services tailored to the diverse needs of tenants.
- Establish a strong, independent tenant voice that shapes strategic decisions.
- Achieve sustained compliance and a regrading from C2 to C1, evidencing that the council fully meets the expectations of the RSH Consumer Standards.

2.6 Governance Structure

The governance structure for improvement is designed to ensure political, executive, and resident oversight at all stages:

- **Cabinet & Portfolio Holder:** Provide political leadership, strategic direction, and public accountability.
- **Landlord Board:** Executive decision-making body, comprising senior officers and key service leads.
- **Select Committees:** Provide scrutiny and challenge to improvement progress and performance data.
- **Resident SIGs:** Shape improvement priorities and test outcomes through co-design with officers.
- **Resident Scrutiny Panel:** Independently review services, policies, and performance data.
- **Regulator of Social Housing (RSH) Engagement:** Monthly progress meetings and ongoing compliance reporting to demonstrate improvement trajectory.

The following governance and reporting structure combines the Programme Team and key LBH stakeholders collaborating across the Service Improvement Programme Planning & Implementation.
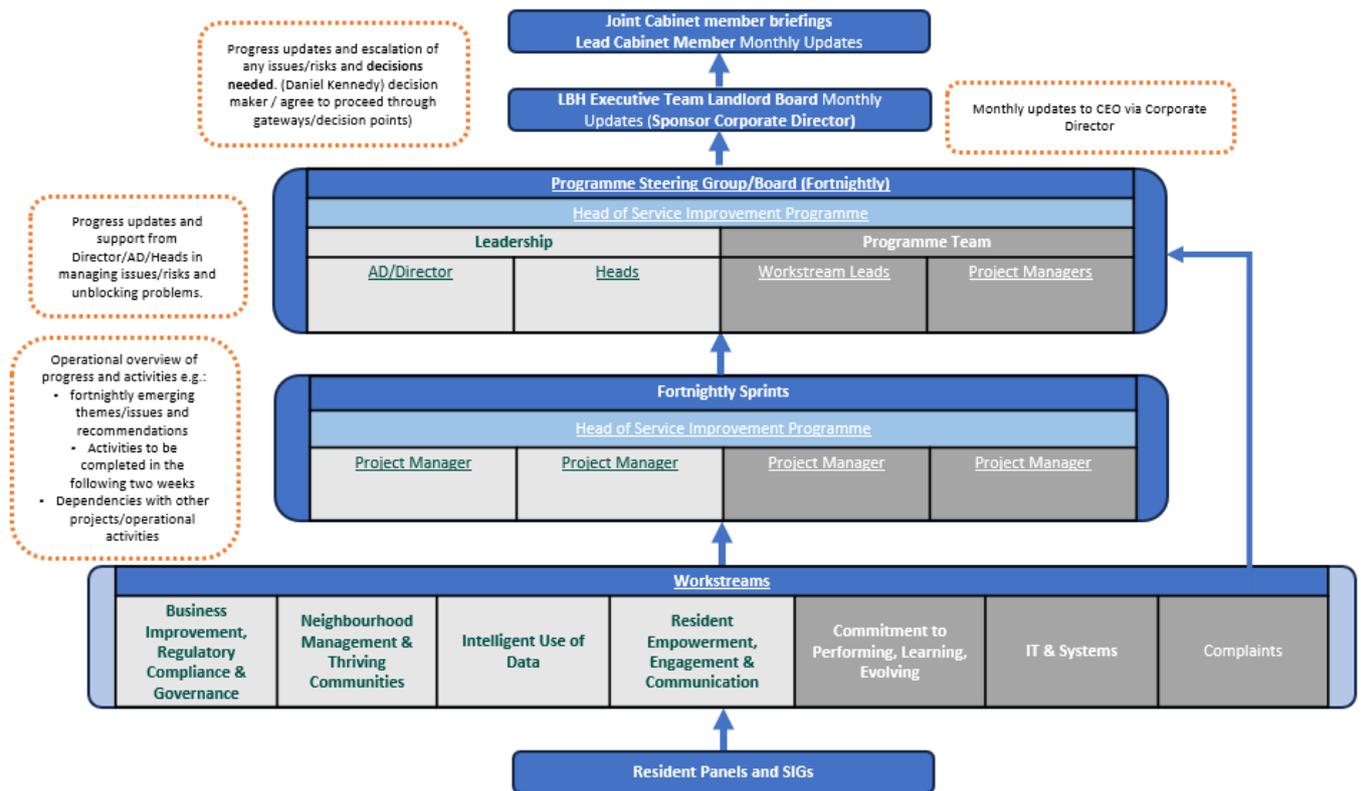
The Service Improvement Programme is supported by a clear and robust governance framework, designed to ensure transparency, accountability, and effective decision-making across all levels of the organisation.

This structure brings together political leadership, senior officers, programme teams, and resident representatives to oversee delivery, resolve risks, and drive continuous improvement.

2.7 Roles and Responsibilities

LBH Executive Team / Landlord Board

Sponsor: Corporate Director

- Receives monthly programme updates from workstream leads and the Programme Manager.
- Provides strategic direction and resolves key issues or risks escalated by operational teams.
- Oversees dependencies between this programme and other corporate or housing projects.
- Provides monthly progress updates to the Chief Executive.
-
Lead Cabinet Member for Housing

- Receives monthly reports and progress updates from the Executive Sponsor.
- Provides political oversight and approval at key decision gateways.

- Ensures alignment between the Service Improvement Programme and wider corporate priorities.

Director, Assistant Directors, and Heads of Service

- Provide operational oversight, unblock barriers, and ensure timely delivery of workstream actions.
- Lead and support focus groups delivering key improvement activities.
- Ensure alignment between day-to-day operational performance and the overall improvement programme.

Select Committees (Scrutiny Function)

- Scrutinise progress against improvement plans and regulatory requirements.
- Challenge performance and ensure transparency of outcomes.
- Review reports on housing performance, tenant engagement, and compliance.

Residents Panels and Special Interest Groups (SIGs)

- Represent tenants in the governance structure.
- Provide feedback, co-design solutions, and test service improvements.
- Influence strategic decisions through structured reporting lines to the Landlord Board.

Resident Scrutiny Panel

- Provides independent review of housing services, policies, and outcomes.
- Validates evidence used in self-assessments and regulatory returns.
- Reports findings and recommendations to Members and senior officers.

Programme Team

- Coordinates workstream activity, maintains risk and issue logs, and tracks milestones.
- Consolidates updates for reporting to the Landlord Board, Cabinet Member, and RSH.
- Oversees communications and ensures residents remain informed and engaged.

Regulator of Social Housing (RSH)

- Receives monthly compliance reports and progress updates from the Council.
- Engages regularly with the Executive Sponsor to monitor progress against the improvement trajectory.

2.8 Governance Outcomes

The governance framework ensures:

- Clear accountability for every aspect of the improvement programme.
- Regular and transparent reporting to senior leadership, Members, and residents.
- Strong resident influence in shaping and validating service improvements.
- Effective escalation routes for issues, risks, and decisions.
- Alignment with RSH expectations and readiness for reinspection or reassessment.

This governance model creates a transparent, collaborative environment where leadership, staff, and residents work together to drive sustained improvement and regulatory compliance.

2.9 Reporting and Assurance

The council has implemented a robust assurance framework to ensure progress is transparent, evidenced, and sustained:

- **Monthly:** Compliance dashboard reported to the Cabinet Portfolio Holder, Landlord Board, and Select Committees.
- **Quarterly:** Detailed progress reports covering Decent Homes, Repairs, ASB, Complaints, and Tenant Engagement, accompanied by tenant-friendly summaries on the council website and in newsletters.
- **Residents:** Ongoing communication via newsletters, website updates, Special Interest Groups (SIGs), Resident Scrutiny Panel and the Annual Tenants' Conference.
- **Annual:** Comprehensive self-assessment against the RSH Consumer Standards and Housing Ombudsman's Complaint Handling Code, published in the Annual Report. Collection of resident satisfaction through Tenant Satisfaction Measures via an annual independent survey.
- **Assurance Sources:** Internal Audit reviews, external consultant validations (e.g., stock condition surveys), and resident-led scrutiny panels to test progress and outcomes.

This ensures continuous visibility for residents, Members, and the Regulator while embedding accountability at every level.

2.10 Programme Review and Audit

The Service Improvement Programme will be subject to ongoing review and audit to ensure its objectives are being met and that improvements are embedded effectively.

Progress will be monitored against defined milestones and key performance indicators, with regular reporting to governance boards. Independent audits and internal quality checks will assess compliance with regulatory standards, programme delivery, and resident engagement practices. Lessons learned from these reviews will inform continuous refinement, ensuring the programme remains responsive, accountable, and focused on achieving high-quality housing services.

A monthly progress co-regulatory meeting with the RSH and Programme team will take place until the RSH has assurance that LBH is compliant with the Consumer Standards.

3 Resident Voice

3.1 Resident Panels and Special Interest Groups (SIGs)

Putting residents first to shape better homes, stronger communities,
and lasting change

Resident engagement is at the heart of the Service Improvement Programme. A network of resident panels and Special Interest Groups ensures that residents influence how services are designed, delivered, and reviewed.

These include panels focused on key areas such as building safety, repairs, neighbourhood management, caretaking, accessibility, complaints, and tenancy support.

Through these groups, residents help shape policies, review performance, and hold the service to account - ensuring that improvement is driven by real experience and genuine partnership.

Each group provides valuable insight into specific service areas, enabling the council to capture diverse perspectives and lived experiences. Feedback from these groups will inform governance reporting, service reviews, and policy development, ensuring that resident priorities remain at the heart of improvement activity.

The following panels and groups form the foundation of our engagement framework:

- ➢ **Resident Scrutiny Panel** – Provides independent oversight of housing performance and improvement actions.
- ➢ **Accessibility & Editorial Panel** – Ensures information and communication are clear, inclusive, and accessible to all residents.
- ➢ **Building & Fire Safety Panel** – Focuses on building safety, compliance, and resident assurance around fire safety measures.
- ➢ **Caretaking, Grounds Maintenance and Green Spaces Group** – Reviews environmental standards and supports the development of cleaner, greener neighbourhoods.
- ➢ **Compliments, Complaints and Learning Group** – Examines feedback trends to identify lessons learned and drive service excellence.
- ➢ **Neighbourhood Management (ASB) Group** – Works with officers to tackle antisocial behaviour and promote safer communities.
- ➢ **Repairs, Planned Works and Maintenance Group** – Provides resident input on repairs quality, contractor performance, and investment priorities.

- ➢ **Reviewing Policies and Procedures Group** – Contributes to the review and design of policies to ensure they are resident-focused and practical.
- ➢ **Tenancy Management and Welfare Reform / Tenancy Support Group** – Advises on tenancy sustainment, welfare reform, and support for vulnerable residents.

Together, these panels and groups strengthen transparency, empower residents to shape decisions that affect their homes, and ensure that continuous improvement is informed by real resident experience.

Real voices, real insight, real improvement

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4 Communication Plan (Staff and Residents)

4.1 Purpose

Effective communication is central to the success of the Service Improvement Programme. It ensures that all stakeholders — residents, Members, staff, and the Regulator of Social Housing — are informed, engaged, and aligned with the council's improvement objectives. Clear, consistent, and transparent communication also reinforces accountability and builds trust, both internally and externally.

The Communications Plan supports the delivery of the Service Improvement Strategy by:

- Promoting transparency and visibility of progress against the Consumer Standards.
- Ensuring staff at all levels understand their roles, responsibilities, and the importance of compliance.
- Providing residents with timely updates on actions taken, outcomes achieved, and how their feedback influences change.
- Supporting a culture of openness, collaboration, and continuous improvement across Housing Services.

The approach aligns with the council's wider corporate communications principles and ensures compliance with the Transparency, Influence and Accountability Standard.

4.2 Communication with Staff

Internal communication is essential to embedding ownership and accountability across the organisation. Every member of staff has a role in delivering the outcomes required by the Regulator of Social Housing and improving the experience of tenants.

Key objectives:

- Ensure staff are fully briefed on the Consumer Standards, the Regulatory Judgement, and the improvement framework.
- Promote a shared understanding of how each service area contributes to compliance and improvement.
- Reinforce the council's values of transparency, learning, and resident focus.
- Encourage two-way communication, where staff feedback informs delivery and continuous improvement.

Key actions:

- **Quarterly Staff Briefings:** Regular updates led by senior management, focusing on progress, lessons learned, and next steps for each workstream.
- **Team cascade material:** Tailored materials for managers to share key messages within their teams, ensuring consistency of information across Housing Services.
- **Intranet Hub:** A dedicated internal page housing programme updates, RAG-rated dashboards, milestone trackers, and FAQs.
- **Leadership Engagement:** Corporate Director and Heads of Service to hold all-staff sessions and "Ask the Director" Q&As to reinforce visibility and leadership commitment
- **Recognition and Learning:** Share success stories, lessons learned, and examples of best practice through internal newsletters and staff forums.

This approach ensures that improvement becomes a collective responsibility and that every member of the workforce is informed, empowered, and accountable.

4.3 Communication with Residents

External communication to tenants and leaseholders is critical to restoring confidence and demonstrating transparency in how the council manages and improves its housing services. It also ensures residents have the opportunity to shape priorities and hold the council to account.

Key objectives:

- Provide clear and accessible information about the council's progress against the Consumer Standards.
- Ensure residents can easily access updates, provide feedback, and understand how their voices are influencing service delivery.
- Promote visible accountability by sharing measurable outcomes and lessons learned.
- Ensure all communication channels are inclusive and accessible for non-digital and vulnerable residents.

Key actions:

- **Quarterly Resident Updates:** Publish progress summaries via newsletters, the Council website, and social media, detailing key achievements, data, and upcoming milestones.

- **"You Said, We Did" Reports:** Communicate lessons learned from complaints, engagement activities, and service feedback, showing how resident input has driven change.
- **Resident Voice Integration:** Ensure updates from Resident Voice forums and scrutiny panels are shared publicly, highlighting resident contributions to governance decisions.
- **Accessible Communication:** Provide information through digital and non-digital means, including printed newsletters, telephone updates, and community noticeboards.
- **Annual Tenant Conference:** Present key progress, upcoming priorities, and invite direct dialogue with senior officers and Members.
- **Dedicated Housing Webpage:** Host consumer standards updates, progress dashboards, key documents, and links to engagement opportunities.

Through these mechanisms, residents are kept fully informed, empowered to challenge, and engaged as partners in continuous improvement.

4.4 Outcomes

The Communications Plan will:

- Embed transparency and accountability in line with the RSH Transparency, Influence and Accountability Standard.
- Improve staff awareness, confidence, and ownership of the Council's improvement journey.
- Strengthen resident trust through visible, accessible, and honest updates.
- Demonstrate to the Regulator that the Council communicates effectively with tenants and acts on feedback.
- Support the overarching goal of achieving a **C1 grading** through sustained and demonstrable improvement.

5 Next Steps and Integration

The next phase of the Service Improvement Programme focuses on embedding the framework into the day-to-day operation of Landlord Services. Each workstream will transition from planning to delivery, with clear milestones, ownership, and performance measures in place.

Integration will be achieved by aligning the programme's objectives with existing corporate priorities, business plans, and governance structures. Regular progress updates will flow through established reporting lines to ensure visibility, accountability, and timely decision-making.

Resident feedback, audit outcomes, and performance data will be continuously reviewed to inform future actions, enabling a cycle of learning and improvement. By embedding this programme into business-as-usual activity, LBH will create a sustainable model for delivering compliant, high-quality, and resident-focused services.

6 Strategy Review

The Service Improvement Strategy will be reviewed annually to ensure it remains relevant, effective, and aligned with the council's priorities. Progress will be monitored through governance structures, performance data, resident feedback, and audit outcomes.

Any updates or refinements identified through these reviews will be incorporated promptly, ensuring the strategy continues to deliver excellence, embed the resident voice, and achieve lasting impact across Landlord Services.

Governance			
Effective from:	01/02/2026	Review Date:	01/02/2027
Policy Owner:	Corporate Director of Residents and Communities		
Policy Author:	Head of Service Improvement Programme		
Approved by:	Cllr Tuckwell – Cabinet Member for Planning, Housing & Growth		
Version Number:	1.06		

<u>Translations</u>
If you would like to receive this information in another language, please contact us on 01895 277 038

اگر آپ یہ معلومات کسی دوسری زبان میں حاصل کرنا چاہتے ہیں تو برائے مہربانی ہم سے ٹیلیفون 277 01895 308 پر رابطہ کریں.

Urdu translation.

ਜੇ ਤੁਸੀਂ ਇਹ ਜਾਣਕਾਰੀ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਪ੍ਰਾਪਤ ਕਰਨਾ ਚਾਹੁੰਦੇ ਹੋ ਤਾਂ ਕਿਰਪਾ ਕਰਕੇ ਸਾਡੇ ਨਾਲ ਟੈਲੀਫੋਨ 01895 277 038 'ਤੇ ਸੰਪਰਕ ਕਰੋ.
Punjabi Translation.

જો તમે આ માહિતી બીજી ભાષામાં પ્રાપ્ત કરવા માંગતા હો, તો કૃપા કરીને અમારો સંપર્ક કરો ટેલિફોન 01895 277 038

Gujrati traditional.

यदि आप यह जानकारी किसी अन्य भाषा में प्राप्त करना चाहते हैं तो कृपया हमसे टेलीफोन 01895 277 038 पर संपर्क करें

Hindi

Hadii aad rabto macluumaad dheerad ah, oo habkale loo dhigey fadlan nala soo xidhiidh nambarka
01895 277 038

Somalia