

Appendix 3 - Consumer Standards Improvement Plan

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
1	Safety and Quality	In October 2025, we had completed stock condition surveys on 27.5% of our stock. The remainder did not have reliable up to date data on their condition from the last 5 years	<ul style="list-style-type: none"> • Insufficient surveying resources • Issues with housing management system • High rate of no access • No Housing Asset Management Strategy in place 	Links to Safety and Quality Standard and workstream 1 in the consumer standards improvement strategy. By October 26 we will have up to date data on the condition of our stock so that we can use the data to profile stock investment works in the business plan to ensure decency is sustained	By October 26 we will have surveyed or attempted to survey (minimum of 2 attempts) all our housing stock and put in place resources to undertake cyclical 5 year condition surveys	Programme developed for 5 year cyclical programme of stock condition surveys with adequate resource in place for immediate and long term	Oct-26	Concerns/blockages		<p>As of 7th April 2026, we have completed 3,480 surveys (68.52% of our housing stock), and have attempted access to 1374 (27.05%). This is up from 57% in March.</p> <p>This totals 4,854 (95.57%), with the remaining properties with Savills to complete. This is up from 89% in March.</p> <p>The number of properties that we have attempted to access has decreased which is evidence of progress with how we are managing these hard to access properties.</p>

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
1.1	Safety and Quality	Insufficient staffing resource	<ul style="list-style-type: none"> Surveys completed in house, issues around capacity and performance within service 	More resource in place to address surveying needs	Increased surveys being completed to enable deadline to be met	Appropriate and sufficient resource to be put in place to complete current round of stock conditions and future rounds.	Sep-26	Started and on target		<p>Amended deadline and scope of this action to cover resourcing for future as well as current surveys.</p> <p>The Current round of surveys sufficiently resourced by outsourcing to Savills. Meeting in diary to agree resources and phasing for next round of surveys.</p>

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
1.2	Safety and Quality	Difficulty accessing customer homes to complete surveys	<ul style="list-style-type: none"> Lack of up to date no access policy Lack of joined up process across team to tackle no access Methods of communication with tenants needs reviewing 	Number of no access properties will be reduced and we will have a process in place for tackling those remaining and ongoing to ensure tenant safety is sustained.	By July 26 we will have reviewed the process for tackling no access properties, including our methods of communication. We will also have an updated No Access Policy in place	Review no access policy and internal process including comms	Jul-26	Started but may be late		<p>Policy to be reviewed. Hard to Access group working through the list on the new spreadsheet to tackle oldest safety checks and most at risk tenants. Now able to identify where no access has occurred across multiple areas e.g. planned works, LGSR, EICR</p> <p>Progress has been made on the hard to access properties (1,374 remain as hard to access) needing a stock condition survey - 228 of these properties have now had a survey.</p>

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
1.3	Safety and Quality	Lack of fully functioning housing management system	<ul style="list-style-type: none"> Repairs module not being used and no integration with repairs contractor Unable to pull reports directly from the system Spreadsheets having to be used as workarounds 	To have a fully functioning housing management system to enable a single source of truth for all our housing data and information	Housing system will have been health checked and modules identified for update and/or implementation with a time line	Review of housing management system to improve functionality	Date will be confirmed following optimisation meeting with DDI in April	Started but may be late		<p>NEC system consultant has completed a health check on our NEC system and has confirmed it is correctly set up with no flags. He is now working on the discovery phase. Optimisation Project Meetings booked in calendars with key staff during April.</p> <p>We will have timelines for the project for the next meeting.</p>
1.4	Safety and Quality	Lack of Housing Asset Management Strategy	<ul style="list-style-type: none"> Lack of strategic lead to finalise the draft strategy resulting in it not being taken through committee for approval 	Housing Asset Management Strategy adopted	By December 25 we will have an approved Housing Asset Management Strategy which we will publish on our website	Finalise and adopt Housing Asset Management Survey	Mar-26	Started and on target	Completed	Housing Asset Management Strategy now published on the website.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
2	Safety and Quality	We don't have an accurate record of the number of homes that reach a decent homes standard and we need to ensure that homes are meeting the decency standard	<ul style="list-style-type: none"> Insufficient surveying and Case resources to follow up on hazards and close down actions Lack of system for calculating Decent Homes Internal processes not agreed and embedded Data not reliable (linked to previous point) Delays with repair actions identified as a result of the SCS 	Links to Safety and Quality Standard and workstream 1 in the consumer standards improvement strategy. Decency rate known so that we can publish and build plans to remedy and bring homes up the required standard	By April 26 we will be able to publish our decency rate and by Dec 26 we will have costed plans to bring all our homes up to the required decency standard	Embed decency process and build plans	Dec-26	Started and on target		We will be publishing our decency rates as per RSH requirements by 31 May 26 . Figures now included and broken down by the 4 criteria in the monthly compliance report.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
2.1	Safety and Quality	Lack of system for calculating Decent Homes	See above	System in place to calculate Decent Homes	Able to supply a Decent Homes figure	Spreadsheet to be created to allow data to be assessed	Apr-26	Started and on target	Completed	System has been created to capture all the hazards and calculate decency.
2.2	Safety and Quality	Internal processes not agreed and embedded and data not reliable	See above	Processes in place with trusted data sets	Data is being entered correctly and can be trusted, this will be monitored through spot checks on data sets	Processes to be created and put in place along with briefings with staff so they understand expectations	Dec-26	Started and on target		Fortnightly progress meetings in place for Damp and Mould. Weekly progress meetings on Stock condition surveys and HHSRS monitoring. Decency criteria data now included in monthly compliance report.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
2.4	Safety and Quality	System not in place to ensure hazards are recorded, monitored and closed down	See above	Ensure that all hazards arising from SCS, including those which require immediate attention are correctly recorded, responded to and output data managed	Number of actions outstanding, including timescales to be monitored	System in place to enable hazards to be recorded, monitored and closed down. Staff fully briefed and weekly monitoring meetings in place to check progress and validate data. Additional staff recruited in both FM and Case	Dec-26	Started and on target		Damp and Mould KPI and number of other hazards included in monthly compliance report. Fortnightly progress meetings in the diary for damp and mould Weekly progress meetings on stock condition surveys and HHSRS monitoring.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3	Safety and Quality	There are failings in maintaining performance and completing remedial works to the required levels consistently across all areas	<ul style="list-style-type: none"> • Contractor performance • Difficulties in accessing properties • Lack of resources in Case and Locality to follow up on hard to access properties • Lack of block inspection programme • Not sufficient reporting to senior officers 	Links to Safety and Quality Standard and workstream 1 in the consumer standards improvement strategy. Performance across all compliance streams to be maintained consistently alongside regular reporting to senior management and councillors	Increased performance across the compliancy areas	More robust contract management and reporting to senior officers for relevant oversight	Oct-26	Started and on target		The follow up Tenant Health and Safety Audit in September 2025 gave reasonable assurance for fire safety, electrical safety, lift safety and legionella safety (in the original audit in June 2025, assurance as limited for these areas). Current compliance can be found in the March Compliance report

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.1	Safety and Quality	There is limited assurance on our fire safety due to the high number of overdue FRA actions	<ul style="list-style-type: none"> Contractor under performance resulted in actions not being picked up Lack of resources to resolve the contractor issues and retender 	Positive assurance on our fire safety to ensure tenants are kept safe	By March 2026, evidence of a significant reduction and sustained downward trend in number of overdue fire actions	<p>Contractor performance reviewed and action plan agreed</p> <p>Evidence of actions being resolved and reduced on a sustained basis</p>	Mar-26	Started and on target		See attached compliance report for March

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.2	Safety and Quality	There is limited assurance on our electrical safety due to the high number of overdue EICR checks	<ul style="list-style-type: none"> • Contractor under performing • Hard to access properties • Lack of resource to carry out focussed attention on hard to access properties 	Positive assurance on electrical safety to ensure tenants are kept safe	By July 26, evidence of a significant reduction and sustained downward trend in number of overdue EICRs	<p>Contractor performance reviewed and action plan agreed</p> <p>Evidence of actions being resolved and reduced on a sustained basis</p> <p>Up to date list of no access properties from contractor cross checked with our own list and validated.</p> <p>Process agreed with Case and Locality services or phone calls, door knocking</p>	Jul-26	Started and on target		See attached compliance report for March

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.3	Safety and Quality	There was no assurance on lift safety due to length of time taken to remedy defects	<ul style="list-style-type: none"> Poor contractor performance 	Positive assurance on lift safety to ensure tenants are kept safe	<p>Historic overdue lift actions to be cleared by Dec 25</p> <p>Lift contract to be retendered by Dec 25</p>	<p>Contract retendered and in place</p> <p>Actions being closed down on time</p>	Dec-25	Started and on target		See attached compliance report for March
3.4	Safety and Quality	There is limited assurance on our legionella safety due to the high number of overdue actions	<ul style="list-style-type: none"> issues with Contractor portal used to monitor and track actions Lack of resources to move actions over from the portal to our own system 	Positive assurance on legionella safety to ensure tenants are kept safe	<p>Historic overdue actions cleared by Dec 25. Ongoing new actions to be remedied within timescales</p> <p>Legionella data to be transferred over to our own software (True Compliance) - Dec 25</p>	<p>Resources identified and prioritised to move actions over from the contractor portal to CCC's own. and to check the overdue actions and close down when verified the work has been done</p>	Dec-25	Started and on target		See attached compliance report for March

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.5	Safety and Quality	Non compliance with Smoke and CO Regs 2022 with c20% of homes not being compliant	<ul style="list-style-type: none"> Contractor issue not filling out the correct form due to change of ownership 	Full compliance with Smoke and CO2 Regs to ensure tenants are kept safe	CO levels increased to 100% by Feb 26		Apr-26	Started and on target		See attached compliance report for March

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.6	Safety and Quality	We are unable to evidence a data based block inspection programme based upon current regulations and legislation. We also need clarity on where the data determining block type and inspection frequency is held, where inspection outcomes are recorded, and who is responsible for reviewing this information. Clear oversight of these	<ul style="list-style-type: none"> Lack of a evidence based documented block inspection programme allowing oversight of inspections and any actions from these Lack of resources within the Neighbourhood Management Team to undertake regular block inspections and follow up on actions Lack of process documents to ensure uniformity in recording and setting out clear roles and responsibilities 	Risk based block inspections programme established and sufficient oversight is in place to monitor this	Monitoring of block inspection programme to be built in to individual officer and team and performance monitoring on a quarterly basis. Policy has been reviewed and is compliant	Additional resource within the Neighbourhood Management Team to be in place by June 2026. Full block inspection programme to be put in place with oversight of inspections and any actions from these	Jun-26	Started and on target		Interviews for additional roles to be undertaken in mid April with expectation that staff will be in post by end of May. Block inspection programme master sheet being tweaked to provide dashboard - this will be ready to be shared for May 26 delay due to competing priorities and leave.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.7	Safety and Quality	Inadequate reporting to senior managers and councillors	See above	Reporting in place to senior managers and councillors to ensure sufficient oversight and transparency of tenant health and safety	Monthly compliance reports to Management Team and to housing portfolio holder in place by Dec 2025 Six monthly housing performance report to be reviewed Dec 25	Regular reporting to be put in place that covers all relevant health and safety areas.	Oct-26	Started and on target		Regular reporting in place, see attached compliance report for March. Next Housing Performance Report due to go to Cabinet 2 July 26

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
3.8	safety and Quality	All KPI data not included in reporting to senior managers and councillors	See above	To have full oversight of contractor performance through reporting of KPI data to senior managers and councillors	Six monthly housing performance reports to include all KPI data by Oct 26	To work with contractors to ensure customer satisfaction data is collected on a frequent basis and to review methods of collection to facilitate better quality responses	Oct-26	Started and on target		Meeting with heating servicing and repair contractor held to discuss performance, including customer satisfaction. They have put forward a proposal to improve their customer satisfaction collection methods using telephone calls and texts, which we have agreed in principle subject to agreement with the portfolio holder. We also agreed to review the questions asked and to standardise these across the main contracts.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
4	Safety and Quality	There is limited assurance we provide a transparent and effective adaptations service	<ul style="list-style-type: none"> • No adaptations policy in place • Roles and responsibilities between CCC and KCC are not clearly set out for customers • No agreed timescales in place with contractor • Not enough capital funding for major adaptations • Service standards are not published for tenants • no mechanisms in place to measure the quality of service to tenants 	Links to Safety and Quality Standard and workstream 1 in the consumer standards improvement strategy. Assurance that adaptation service is transparent, allowing tenants to hold us to account and services are monitored adequately	<ul style="list-style-type: none"> • Adaptations policy in place • Major adaptations completed within timescales • Customers satisfaction for adaptations is over 80% 	Adaptations policy to be created that clearly sets out the roles between CCC and KCC. Increase capital funding and agree timescales for works to increase wait times and publish service standards so tenants are made aware	Dec-26	Started and on target		Policy created and approved awaiting upload to the website and monitoring of adaptations is in place.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
4.1	Safety and Quality	No adaptations policy in place	See above	Adaptations policy in place that sets out the roles of CCC and KCC, how decisions will be made and will set out the service standards	Policy will be in place and published on the website	Create an adaptations policy	Jun-26	Started and on target	Completed	Policy is in place and will be reviewed every three years. it has been published on the website
4.2	Safety and Quality	No KPIs or monitoring in place	See above	KPIs in place to monitor the outputs for the adaptations service and relevant oversight in place	KPIs agreed and being reported to management, Cabinet and REP	Routes for reporting are in place and information is already being recorded. Work with DDI for reporting mechanism to senior management	Jul-26	Started and on target	Completed	Monitoring in place and being reported to management team on a quarterly basis

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
4.3	Safety and Quality	Tenants are not aware of the service standards for adaptations	See above	Tenants will have information available to them to inform them of the service standards	Service standards will be published on the website	Service standards to be created setting out what customers should be expecting from the service and these will be published on the website.	Jul-26	Started and on target		Service Standards are included in the Disabled Adaptations Policy, which is published on the website. Information to be made available at Housing Hub Drop In Events, held for tenants and information will be published in the tenant newsletter.
4.4	Safety and Quality	We are not receiving any feedback from customers to inform service improvement and understand the impact of the service	See above	We will understand the views of tenants and be able to use this data to inform service delivery	Customer satisfaction survey created and monitoring in place, along with implementation of service improvement as a result of any feedback	Feedback form to be created and with the assistance of DDI, put into a format for tenants to feedback. DDI support will also be required to draw down the data received to analyse and implement and learning across the service	Jul-26	Started and on target		Questions have been written and are on the agenda for the Disability Forum for approval. Once agreed these will be sent to all tenants receiving an adaptation to measure the success of the service

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
4.5	Safety and Quality	No contractor timescales in place	See above	Contractors will understand their obligations and this will ensure adaptations are completed within the set timescales	Agree timescales with new contractor and measure performance through contract management	No current timescales in contract, so agreement will be needed with the contractor	Jul-26	Started and on target		A review this month identified issues with the completeness of updates within the major works tracker. Current data shows 19 major works outstanding for over 12 months and 141 major works open in total. These figures are likely overstated, as completion is primarily confirmed via invoicing and written confirmation of completed works has not been consistently recorded. Further work is underway to validate completion status with contractors and improve the accuracy and reliability of the tracker.
4.5	Safety and Quality	Not enough capital funding for major adaptations leading to long delays	See above	Reduced waiting times for major adaptations	Downward trend on waiting times for major adaptations	Budgets to be reviewed and funds identified	Jul-26	Started and on target		Additional capital budget was identified 2025/26 and has also been identified for 2026/27. This will be kept under review to ensure the allocated budget is sufficient to meet need.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5	Transparency, Influence and Accountability Standard	We do not hold complete data about our tenants. Therefore, providing limited assurance that we understand the diverse needs of our tenants across all protected characteristics and can ensure our services are accessible and equitable	<ul style="list-style-type: none"> There has been no continuous collection of protected characteristics data in place Inability to hold required data and report on this in the housing system Limited protected characteristic data is received through CORE forms but not enough data has been collected to deliver the required outcome of 'Diverse Needs' and 'Tenant Engagement'. No reporting on data sets held or oversight of gaps in data needs 	<p>Links to Transparency, Influence and Accountability Standard and workstream 2 in the consumer standards improvement strategy.</p> <p>We will hold data on all tenants, where they disclose this, about their diverse needs, including those arising from protected characteristics, language barriers, and additional support needs. Data will be used to monitor and ensure services deliver fair and equitable outcomes for tenants</p>	By June 2026, we will be able to record all protected characteristics in the housing system. By December 2027 we will have good tenant data held within the system. With an aim of 20% full tenant data per annum from April 2026. We will carry out a minimum of five data reviews each year. These reviews will check whether our datasets are complete and whether any groups experience unequal outcomes.	<p>System capacity to record data in a meaningful way to report and obtain customer insight is in place</p> <p>Forms are updated so that data collection is consistent across landlord services</p> <p>An emerging picture of the landlord service customer base is created to review the accessibility of services for its customers</p>	Dec-27	Started but may be late		The practical information we hold about tenants to make reasonable adjustments to the delivery of their service sits at 428. This is down from 440 last month after a clean up exercise. Data on protected characteristics remains as reported in March 2026 but work is progressing, including sign off on the equalities monitoring form, which has included tenant feedback from our communications group. Data held for each characteristic; Age; 93%, Sex; 99%, Gender Reassignment; 0%, Disability; <1%, Ethnicity; 71%, <1%, Religion / Belief, <1%, Sexuality; <1%. Further work is due to create capacity in the system and then collect protected characteristic monitoring data to understand tenants.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5.1	Transparency, Influence and Accountability Standard	Sign off needed for dedicated form to be used to collect agreed protected characteristics	See above	Dedicated equalities monitoring form to be a part of tenant data collection	Date of sign off to be recorded	Form to be created to collect tenant data, which is signed off by members of working group and Information Governance, then the Head of Service sign off	Jun-26	Started and on target		Final draft form put to Head of Housing and Community and Equalities officer and returned to tenant communications group for final feedback. This follows advice from In House Research on how to phrase equalities questions for monitoring.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5.2	Transparency, Influence and Accountability Standard	Additional fields needed within Northgate Housing to represent all protected characteristics to be collected. Data fields to link to person reference and be usable to report	See above	Tenant data, specifically protected characteristics (where declared), will be able to show alongside datasets to check for who we are serving, check for gaps or unequal outcomes, and improve services. Relevant data and information will be used to understand the diverse needs of tenants, including those arising from protected characteristics	Agreed protected characteristics fields will exist in the Northgate Housing system	Once missing fields have been identified these are to be added to the system with the ability to report. Digital, Data and Improvement (DDI) will appoint a lead to assist with this project	Apr-26	Started and on target		Systems work to follow to create fields.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5.3	Transparency, Influence and Accountability Standards	Procedure needed for data entry and collection of protected characteristics	See above	Systems and collection procedures in place to collect the required data	Procedure to be drafted and relevant briefings/training with staff	Creation and implementation of procedure for data entry along with training/briefing for staff	Apr-26	Not started		An independency of this procedure is the systems work needed to inform the procedure. A procedure will be written as far as the steps have been created by April with a further update to follow in May.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5.4	Transparency, Influence and Accountability Standard	There is a need for all relevant forms to be standardised, once final sign off on data to be collected, to enable consistency of all data categories (personal details, protected characteristics, reasonable adjustments) across housing management data activities	See above	Amended tenancy sign up, Mutual Exchange sign up, Tenancy Audits, telephone scripts and online forms, and annual data collection exercises to reflect the data that needs to be collected	Identical matching forms will exist in paper, online and in Housemark software	Housemark and Online forms designed to mirror the agreed equalities monitoring form	Jun-26	Not started		The online form and housemark form can be built only after final form is agreed

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5.5	Transparency, Influence and Accountability Standard	Data review exercises to be carried out (minimum of 5 x annually) to check for equitable outcomes	See above	Data review exercises will be used to check for equitable outcomes and tenant engagement tailored to findings	Qualitative and quantitative findings to be included in performance reporting to Head of Housing and Community	Creation of programme of exercises to be carried out using tenant data to check equitable outcomes. Findings to be shared with Resident Engagement Panel and senior staff for relevant actions	Annually from April 2026	Not started		For 2026-2027, the data review exercises will be carried out between October 2026 and March 2027 to allow for data to improve April - October 2026
5.6	Transparency, Influence and Accountability Standard	Annual data collection and cleansing exercise	See above	All tenants prompted to give the most up-to-date information to meet legal duties, keep residents safe, deliver fair and accessible services, manage tenancies properly, and plan services effectively	To improve 'full tenant data' by 20% each year from April 2026 (a record of all relevant protected characteristics, or, that they would 'prefer not to say')	Annual proactive request sent to tenants to request information on protected characteristics and any update to circumstances	Annually from April 2026	Not started		Tenant contact details and reasonable preference data has been improving following 2 x data collection exercises in 2025 but data regarding protected characteristics can start from April 2026 when the interdependencies in this action area have been dealt with

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
5.7	Transparency, Influence and Accountability Standard	No reporting on data sets held or oversight of gaps in data needs	See above	Reporting in place and oversight of data	Reports created on a quarterly basis and reported to the Head of Housing and Community for oversight	Reporting to be created by ICT to understand the volume of the missing data. These will be used to target the data collection methods. Regular reporting on data sets will be provided to senior officers	Apr-26	Started and on target		Required data has been identified and reports have been created. Reporting will start from April 2026

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
6	Transparency, Influence and Accountability Standard	We do not share our service standards for some areas and there is a need to improve our sharing of regular performance information for tenants in relation to landlord services	<ul style="list-style-type: none"> There has been no publishing of repairs timescales The Percentage of decent homes has not been published for two consecutive years Performance information is reported to tenants but this needs to be more frequent 	Links to Transparency, Influence and Accountability Standard and workstream 2 in the consumer standards improvement strategy. Service standards and performance will be shared with tenants in an understandable way	<p>Repairs timescales will be published in policy and online</p> <p>The percentage of homes that meet the decent homes standard will be published by April 2026</p> <p>Performance information will be reported online on a quarterly basis</p>	Performance information will be reported to Housing Management Team on a monthly basis, senior management quarterly and published online quarterly	Oct-26	Started and on target		<p>Repairs timescales are published in the online Repairs and Maintenance policy (RAMP) and Tenant Handbook</p> <p>Decent homes data will be published as required by the regulator by 31 May 2026. This figure will be published as will performance information for tenants to view more regularly online</p>
6.1	Transparency, Influence and Accountability Standard	Repair target timescales were not clearly set out for tenants	See above	Repairs target timescales clearly set out for tenants and available on the website	Data published on the website	Provide repair timescales in the tenant handbook and the Repairs and Maintenance Policy (RAMP).	Dec-25	Started and on target	Completed	This is complete through the RAMP (page 27) and Tenant Handbook (pages 42 and 43)

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
6.2	Transparency, Influence and Accountability Standard	The Percentage of decent homes has not been published for two consecutive years	See above	Decent homes percentage published on website and to tenants through the tenant news letter	This will be published on CCC website by early April 2026 and then annually as part of the TSM submissions and website reporting	Dependant on achieving data sets and information for this. The data sets will be published on the council website and sent out in the newsletter for tenants	Apr-26	Started and on target		Final calculations being made in March to submit DHS data to RSH by May 2026. The DH figure will be published in the next tenant newsletter August)
6.3	Transparency, Influence and Accountability Standard	Performance information is reported to tenants but not as frequently as it could be	See above	Regular sharing of performance information to tenants about landlord services	This will be reported to Housing Management Team each month from April and on CCC website quarterly	Quarterly data to be collected and published on the council's website for tenants to see.	Oct-26	Not started		Performance information that currently goes into the 6 monthly housing performance report will be reported to Housing Management Team monthly and published quarterly on CCC website

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7	Transparency, Influence and Accountability Standard	Complaint responses are not being sent promptly to tenants and there is no oversight of complaints made directly to contractors by tenants	<ul style="list-style-type: none"> Not all complaints being recorded, so there could not be sufficient oversight There were not systems in place to allow for oversight of complaints KPIs were in place but were not being reported to senior management There were not enough complaints handlers for the level of complaints received There was no monitoring of the quality and consistency of responses Gaps in data from contractors 	<p>Links to workstream 2 in the consumer standards improvement strategy.</p> <p>Stage 1 and 2 complaints responded to within required timescales.</p> <p>Tracking and oversight of contractor complaints in place</p>	<p>90% stage 1 and 2 complaints responded to within required timescales, recorded through KPIs to management</p> <p>Number of complaints received by contractors reported and monitored</p>	<p>Create and provide training to staff to understand what should be recorded as a complaint and how to respond to complaints. Increase staff pool of staff responding to complaints. Provide oversight of complaints through KPIs and include contractor complaints within this. Staffing resource to be reviewed to ensure objectives can be met</p>	Apr-27	Started and on target		<p>Stage 1 complaints performance at the end of March is 65% for the year, and the month of March achieved 80%, up from 70% in February. Stage 2 performance is 82% for the year, and the month of March achieved 100%, up from 62% in February.</p>

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7.1	Transparency, Influence and Accountability Standard	Not all complaints are not being recorded	See above	All complaints are recorded and monitored. Staff will be trained to understand what should be recorded as a complaint	Increase of recorded complaints. Housing staff have received training.	Training for staff provided and oversight from management, which will be through weekly complaints meetings	Jul-26	Started and on target		Training has been created and delivered across the housing service. Follow up session completed on 20 March 2026 and every quarter throughout the year. There has been an increase in complaints received, this is due to several factors 1. increased transparency inline with the code of guidance, 2. the implementation of a single channel for complaints, 3. an Increase in complaints across the board as the processes and training is embedded with all staff. This will remain under review to ensure all complaints are being recorded.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7.2	Transparency, Influence and Accountability Standard	System required for oversight of complaints	See above	Implement Placecube system to record and monitor complaints for greater oversight by management and assist staff with visibility of complaints to ensure they are going out on time and allow management to see at a glance what is outstanding for each area. This will also allow for consistency in approach from officers with set processes and templates to follow	Placecube system has been implemented for S1 and S2 complaints handling	System to be configured and implemented. Management to use system to monitor and provide oversight on complaints so interventions can be put in place when needed	Dec-25	Started and on target	Completed	Complaints Handling System implemented December 2025 for S1 and S2 complaint. All complaints are recorded, triaged and responded to through the system and there is oversight by management for their area of complaints

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7.3	Transparency, Influence and Accountability Standard	No oversight from senior management of KPIs	See above	<p>KPIs to be reported to senior management</p> <p>Weekly meetings to take place with senior housing staff for oversight of complaints</p>	<p>Quarterly KPI monitoring</p> <p>Weekly complaint meetings</p>	<p>KPI information is already collected, resource required to create the mechanism to report to senior management, which has been identified through the DDI team, who collate the KPI data for senior management. Weekly meetings to be set up and attended by senior housing staff for oversight of complaints</p>	Dec-25	Started and on target	Completed	March 26 - KPIs are reported to senior CCC management on a quarterly basis for oversight. These are also reported to senior housing management weekly through complaint oversight meetings

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7.4	Transparency, Influence and Accountability Standard	Not enough complaint handlers	See above	Increased pool of complaint handlers through identifying key staff to assist and relevant training provided	Reduced complaints outside of timescales and quicker responses	Further resource needs to be identified due to the increase in complaints and staff will need to be trained	Jul-26	Started and on target		Additional staff identified, however due to the increase in complaints further staff are needed to ensure the complaint responses are going out in a timely way. Recruitment is underway to increase capacity in repairs and locality teams and current staff are being identified to upskilled and assist

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7.5	Transparency, Influence and Accountability Standard	No monitoring of quality and consistency of complaints	See above	Template letters for responses to provide consistency, all housing staff have attended complaints training sessions to understand what a good complaint response looks like. We offer support to officers when drafting complaint responses	Quality checking of complaints to take place prior to a response being sent	Templates to be created and set up for staff to use for responses. Training created and rolled out to all staff. Staffing required to check complaint responses, this resource has been identified	Dec-26	Started and on target		<p>Quality checking in place prior to any complaints being sent. Training has been rolled out to staff as above and templates are in place for staff to use when constructing a response. A review will take place the success of this and any further identified training needs will be addressed.</p> <p>A survey is being created with the assistance of the Comms group to go out to all complaints for feedback on the process, any learning from this will be implemented.</p>

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
7.6	Transparency, Influence and Accountability Standard	Gaps in data received from contractors in relation to complaints	See above	All complaints from contractors are recorded and monitored and contractors are trained in complaints handling where appropriate	Reporting of contractor complaints, including response times, record of training completed with contractors	Work with contractors to provide training and understand of what should be recorded as a complaint to collect data on complaints. Buy in needed from contractors to attend training. Monitoring can be picked up in contract meetings	Apr-27	Started and on target		Contractor complaints are directed through to the service for response and training session were completed with the two main contractors (Sureserve and Cardo) on 8 April 26

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
8	Neighbourhood and Community Standard	Hate related ASB crime is not reported or monitored	<ul style="list-style-type: none"> Hate related crime is not recorded as a specific category Monitoring is not in place Data is not reported to tenants or management/Cabinet There is no direct route for customers to report hate crime 	We have an understanding of the levels of hate related ASB and the information is available for scrutiny by tenants, councillors and senior management	Hate related crime is recorded and monitoring is in place. Tenant satisfaction with services have increased	Reporting for ASB is already in place, there just needs to be a change to the recording of hate related crime and this is reported to tenants and senior management/councillors	Dec-25	Started and on target		Hate related crime can be reported by tenants through the website and it is now recorded separately and has been reported to Cabinet. Will continue to review the data and put appropriate measures in place and reporting for tenants will be reviewed to update on a quarterly basis
8.1	Neighbourhood and Community Standard	Hate related crime is not recorded as a specific category	See above	Hate related crime is recorded as a specific category	Hate related crime is recorded and monitoring is in place	Reporting expanded to include hate related crime	Dec-25	Started and on target	Completed	Hate related crime is recorded as its own category and was reported to Cabinet in December 2025.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
8.2	Neighbourhood and Community Standard	Monitoring is not in place	See above	Monitoring in place and data used to inform service delivery	Hate related crime is reported to enable monitoring to be put in place and details to be included in future reporting on ASB	Monitoring of hate related crime to take place and any analysis of this to inform service delivery	Dec-25	Started and on target		<p>ASB monitoring is included as part of quarterly reporting to management team. Current cases within Tenancy Enforcement 45 (Officers carrying 19/27 cases respectively)</p> <p>Monitoring in place and reported to Cabinet in Dec 2025. Reviewed target date to July 2026 to analyse the data and ensure appropriate measures are in place to inform service delivery.</p>
8.3	Neighbourhood and Community Standard	Data is not reported to tenants or management/ Cabinet	See above	Data is reported to tenants management and Cabinet	Reporting to be included in Cabinet reports and data will be provided to REP and published on the website	Reporting expanded to include hate related crime, this is to be included in performance information supplied to tenants, Rep, senior staff and councillors	Jul-26	Started and on target		Data has been reported in the Cabinet report in December, this will be updated on the website quarterly when the format has been agreed.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
8.4	Neighborhood and Community Standard	There is no direct route for customers to report hate crime	See above	Tenants have a route to report hate crime	Website is updated with the ability for tenants to report hate crime	DDI support needed to update the website that allows a route for customers to report hate crime online.	Dec-25	Started and on target	Completed	Website has been updated to allow tenants to report hate crime

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
9	Neighbourhood and Community Standard	Low TSM scores for ASB, indicating a requirement for improvement in the way ASB is managed	<ul style="list-style-type: none"> There is no formal mechanism for learning from ASB cases Standards are not published to tenants for ASB timescales No tenant satisfaction collection for ASB KPIs not in place for ASB We are not promoting the work we do with ASB Further analysis is needed on the TSM results Tenants are not always kept regularly updated More robust case management oversight 	<p>Links to workstream 3 in the Consumer Standards improvement strategy</p> <p>Assurance we are effectively dealing with antisocial behaviour and tenants feel more satisfied with our response and actions</p>	<p>TSM data will be used to measure increased satisfaction, this data will be benchmarked with other local authorities</p> <p>The data collected through surveys will be monitored and measured, to look for improvements to service and also for increased satisfaction measures</p>	We need to analyse the data further to establish why there are levels of dissatisfaction. Contractor is required to look at the data and staff to follow up any actions from this. Tenants to be made aware of service standards to ASB and sufficient oversight put in place for cases of ASB, where learning is taking place	Apr-27	Started and on target		Oversight of case management in place, further reviews to take place to establish any further service improvement that may be required.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
9.1	Neighbourhood and Community Standard	There is no formal mechanism for learning from ASB cases	See above	There is active learning in place from ASB cases	Records of ASB learning and minutes/record of feedback being delivered to staff	System required for the recording learning and a method for reporting back to staff any learning and any changes to service delivery as a result of this	Oct-26	Started and on target		Team meetings agenda and 121 have been amended to discuss learning from ASB cases. ASB focus reviews to be scheduled in between teams to discuss any further learning.
9.2	Neighbourhood and Community Standard	Standards are not published to tenants for ASB timescales	See above	Expectations of timescales for dealing with ASB to be published on the website and tenants made aware	Standards are published on the website for tenants	Standards agreed for ASB management and these are to be included the service standards for tenants, which will be published on the website	Oct-26	Started and on target		Service standards have been to the Comms Group for comment, this is due to go back to the group for further comment before being published, request made to go onto the Comms Group agenda.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
9.3	Neighborhood and Community Standard	No tenant satisfaction collection for ASB	See above	Tenant satisfaction data is being used to inform service delivery and make any required changes	Survey in place and being sent to all tenants, responses recorded, along with any learning	Survey to be created sent to all tenants who experience ASB, to measure how satisfied they with the service they received and to provide any additional learning or identify the requirement for change in service delivery	Oct-26	Not started		Request made for an item on the Comms agenda to develop the customer satisfaction survey and ways to collect this data.

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
9.4	Neighborhood and Community Standard	KPIs not in place for ASB	See above	KPIs are monitored	Quarterly reporting in place to senior CCC staff	Data is already being collected and resource identified in DDI to collate data and present to senior management on a quarterly basis. The data will also be reviewed by housing management to inform any changes to service delivery	Dec-25	Started and on target	Complete	KPIs in place and being reported quarterly to senior CCC staff

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
9.5	Neighborhood and Community Standard	We are not promoting the work we do with ASB	See above	Promote to tenants through the tenant news letter and to areas specifically about the work taking place with ASB, including promoting the Community Safety Partnership activities taking place	Regular feedback being provided to tenants on work with ASB	Identify areas of good practice with ASB and promote this to tenants through the tenant newsletter. Good practice will be identified through staff case management	Apr-27	Not started		Request made for this to be considered by the Comms Group, to consider how best to communicate this information with tenants.
9.6	Neighborhood and Community Standard	Further analysis is needed on the TSM results	See above	Data used from TSMs to inform service delivery and improve future scores	Company engaged to analyse the TSM data and breakdown the ASB data by demographic and area, allowing for further analysis of any issues. Action plan to be created from current TSM data sets for ASB	Company to be engaged to completed an analysis of the TSM data. Resource identified to cover costs of outsourcing, staff time required for analysis of this and further delivery of any changes	Oct-26	Started and on target		TSM findings will be presented to REP on 14 April, with a view of setting up a task and finish group to look at developing an action plan with the involvement of tenants

Ref (Action Number)	Consumer Standard	Issue	Root Cause	Specific Outcome	Measurable	Achievable	Time-based	Action Monitoring	Outcome monitoring	2025/26 Q4 Update
9.7	Neighborhood and Community Standard	Tenants are not always kept regularly updated on the progress of their ASB case	See above	Tenants are updated regularly on their ASB case, leading to higher satisfaction rates from tenants in the way we deal with ASB	Contact points set out for regular updates to tenants with relevant monitoring in place	Mechanism is needed for reporting back and ensuring this is consistent across the service, a review will also be needed to ensure the level of contact is right	Oct-26	Not started		Focus group to be set up with those who have been through the process to establish what frequency they feel would be helpful. This will then be introduced and reviewed after the first quarter
9.8	Neighborhood and Community Standard	More robust case management oversight is needed	See above	Improved approach to managing cases of ASB, with improved outcomes for tenants and consistency of service provided	Regular case review meetings are planned with officers. Approaches and learning are taken and fed back to the service.	Oversight is currently in place although not on a formal basis for low level ASB, this will need to be programmed in and management resource will need to be identified	Oct-26	Started and on target		Oversight of cases now completed by Team Leader at 6 week reviews.