



and that the landlord functions and investment in housing stock were not previously prioritised or structured to best deliver and fulfil its landlord duties.

The directorate needs to be coherently organised around its landlord functions and aligned with the agreed improvement workstreams and work closely with colleagues from across the organisation to drive improvement and compliance. The HRA Business Plan ensures that City Housing is appropriately resourced over the long term to confidently respond to recommendations from the regulator and ombudsman, tenant and leaseholder feedback, benchmarking, and best practice and to drive sustained improvement to meet its commitments to tenants and leaseholders while recognising and addressing the scale and scope of improvement required across its housing stock.

Commissioners are supportive of the Safe, Sustainable and Warm key principles and the high-level strategy. The performance/delivery metrics are clear but need to be underpinned with plans to deliver the KPI's. There is clear reliance on the new R&M contract being both financially and operationally effective and efficient to deliver the asset improvement works.

A comprehensive delivery plan must be urgently established and include the commitments and targets set out in the HRA Business Plan and the Asset Management Strategy and progress will be closely monitored by City Housing, CLT, Cabinet Member, Cabinet and Scrutiny, tenants and leaseholder groups and the Social Housing Regulator. Any deviations from agreed milestones and targets will be tracked, monitored, managed, and reported with mitigating and corrective actions identified and taken, as necessary. It is vital that BCC builds and retains trust and confidence in its ability to progress at pace.

It will be necessary to regularly communicate with, engage and seek tenants and leaseholders' feedback and regularly report to them on progress and performance on key performance indicators.

Commissioners have provided detailed comments and feedback throughout drafting and these have been incorporated into the body of the report.

Commissioners support this Cabinet submission.