

Outcome 1: Homelessness and rough sleeping are prevented so that it becomes rare, brief and non-recurrent

Action Reference	Outcome	Action	Lead Officer	Project lead	Timeline	KPI/What will success look like?	Progress October - March 2025	Key activity planned April - September 2025	Progress rating (Red, Amber, Green or Blue)	Comments on delays including any mitigation (red or amber actions)
O1:A1	1a: Early intervention and support are improved	Housing Sustainment team takes more referrals for early intervention	Director of Housing Options and Support (Lindsay Megson)	Elizabeth Cook (handing over to Ruth Mitchell for next update)	2025/26 (2 year pilot - August 2026)	Increase in positive prevention outcomes from the private rented sector. Reduction in the number of homeless applications from families living in the private rented sector. Successful outreach campaign using Low Income Family Tracker (LIFT) software to proactively contact residents previously unknown to services	LIFT campaign launched in February 2025 with 150 households affected by Local Housing allowance cap. New income maximisation officer in place from November 2024, and have since increased the amount of financial support accessed for residents. In January 2025, £24,715 was secured for families (lump sum, backdating, current month and 3 months forward). We are working to an established Forward Plan outlining all campaigns planned over the next 12 months	2 year pilot to be extended for a further year using Homelessness Prevention Grant funding. Further targeted campaigns to be run using LIFT software	On track	
O1:A2		Comms strategy to increase homelessness prevention awareness and promote the range of housing options	Director of Housing Options and Support (Lindsay Megson)	Phil Taylor and Charlie Conyers	Short term 2024-25	Residents can make informed decisions and take proactive steps to help prevent homelessness. Increase in positive prevention outcomes from the private rented sector.	Continued work to develop a self-serve portal and update webpage content for customers to seek robust housing advice.	Complete roll-out of website and customer portal The self-referral portal for residents seeking housing options support went live at the beginning of June 2025.	On track	
O1:A3		Reviewing practices and guidelines in the Housing Service to ensure that the advice provided is resolution focused	Director of Housing Options and Support (Lindsay Megson)	Phil Taylor	Short term 2024-25	Increase in positive prevention outcomes from the private rented sector.	Proposal to SLT secured additional funding for the service to meet demand and allow officers time for improved casework. Recruitment to all vacant roles ongoing but almost complete. Ongoing Service Development Plan has delivered a suite of standards and procedures that improve casework and focus on outcomes.	Recruitment to be completed and roll out of staff training and inductions. Delivery of remaining actions of Service Development Plan.	Minor delays	Difficulties experienced with recruitment to vacant roles has led to some delays with this action. Delivery of prevention focused pathways will only be possible with a full complement of staff in the service.
O1:A4	1b: Residents who are homeless or threatened with homelessness are empowered to make decisions which are right for them	Tenancy sustainment awareness workshops and homelessness open days are held to ensure residents are aware of their options	Director of Housing Options and Support (Lindsay Megson)	Phil Taylor and Charlie Conyers	Short term 2024-25	Increase in positive prevention outcomes from the private rented sector.	Housing Options open day took place and was well attended.	Further open day to be delivered. Continued Housing Sustainment Team campaigns.	On track	
O1:A5		Workshops are held with residents in temporary accommodation to raise awareness of available support	Director of Housing Options and Support (Lindsay Megson)	Charlie Conyers / Shereen Millington	Short term 2024-25	More residents in temporary accommodation accessing available support	Support and drop-ins being delivered for residents in temporary accommodation. PRS newsletter for households in TA also developed.	Continue support and drop ins for residents, alongside new newsletter. Consider wider work of TARSO and move-on focus.	On track	

O1:A6	1c: Residents in TA are supported to move into long-term homes	Review of current referral processes to ensure successful resettlement	Director of Housing Options and Support (Lindsay)	Charlie Conyers / Yasmin Hussain	Short term 2024-25	Increase in successful resettlements	A Service Development Plan has been established for the Accommodation Options Service to improve the focus on move on from TA.	Delivery of plans to increase resettlement.	On track	
O1:A7		We will develop a new Private Rented Sector Offer (PRSO) Procurement strategy	Director of Housing Options and Support (Lindsay Megson)	Charlie Conyers and Yasmin Hussain	Short term 2024-25	New strategy in place	Review of procurement strategy needs to factor in legislative changes anticipated through the Renters Rights Bill. The Bill is still going through Parliament.	Review of current Procurement Strategy and development of an enhanced approach factoring in changes anticipated as part of the Renters Rights Bill.	Minor delays	Review of procurement strategy is dependent on legislative changes anticipated through the Renters Rights Bill so there are delays with achieving this outcome.
O1:A8		Work on increasing the supply of suitable rented homes	Director of Housing Assets and Delivery (Mark Crane)	Meera Kumar and Raj Kerai	Long term 2026-2029	Increase in supply of rented homes Second joint venture (JV2) operational and providing private rented sector (PRS) homes for homeless households.	Original target date to enter into JV2 by March 2025 not achieved, due to model not being viable. Preferred investor has been identified, we are working on the review of the financial model	Financial model to be completed. Currently on hold due to high gilt rates as of June 2025, to be reviewed over the following year.	Major delays	Whether the Mears JV2 can be operationalised will be contingent on Gilt Rates being advantageous.

Outcome 2: Residents can access homes that meet their needs as their circumstances change

Action Reference	Outcome	Action	Lead Officer	Project lead	Timeline	KPI/What will success look like?	Progress October - March 2025	Key activity planned April - September 2025	Progress rating (Red, Amber, Green or Blue)	Comments on delays including any mitigation (red or amber actions)
O2:A1	2a: Increasing the supply of different types of homes so that residents can stay in Waltham Forest throughout their lives	We will showcase sites on the revamped Waltham Forest Invest website where we want to stimulate market interest	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Jonathan Martin	Short term 2024-26	Completion of two "Soft Market Testing" exercises to the housing investment sector, to be held in person to gauge the market appetite for upcoming development and regeneration opportunities.	The Soft Market Testing exercise for Avenue Road is completely subject to an instruction to proceed. It is understood that more detailed legal advice and procurement issues are to be clarified.	Please see previous comments on Progress. To proceed, an instruction to proceed will be required, once there is a chosen delivery route. This will follow clarification on the eventual route to engage a development partner.	Minor delays	Soft market testing is ready to go ahead - once specialist advice has been received and considered
O2:A2		Adoption of Local Plan (Parts 1 and 2)	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Sarah Parsons	Short term 2024-26	Adoption of Local Plan (Parts 1 and 2)	Local Plan Part 2 submitted to the Secretary of State for Examination in Public by independent planning inspectors	Examination in Public underway. Public hearings are scheduled for June 2025	On track	
O2:A3	2b: New development provides homes for residents who need them most	Work in partnership with social housing providers to support the delivery of new homes	Director of Regeneration (Meera Kumar)	Raj Kerai	Long term 2025-29	Delivery of new homes as a result of partnership with the council	L&Q are delivering a site on Spruce Hills Road to deliver 12 affordable homes and Newlon are onsite with a scheme at Patchworks to deliver 228 affordable homes.	The development partnership element of the Compact will work with Registered Providers (RPs) to help them unlock future projects to deliver affordable housing in the Borough.	Minor delays	The affordable housing sector is facing considerable challenges, with Housing Associations needing to prioritise works to their existing housing stock to cover fire safety and damp and mould. This has had a detrimental impact on new supply programmes with RPs. We aim to mitigate this through using our established relationship with the GLA and RP partners to access grant funding that could help deliver affordable homes in the borough.
O2:A4		Implementation and ongoing monitoring of Local Plan	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Sarah Parsons	Long term 2026-29	Adoption of Local Plan, Part 1 and Part 2	Drafting first Authority Monitoring Reports (AMRs) under newly adopted Local Plan Part 1 Targets and Monitoring Indicators	Ongoing engagement with landowners and strategic delivery partners including GLA and Homes England. Publication of first Authority Monitoring Reports (AMRs) under newly adopted Local Plan Part 1 Targets and Monitoring Indicators. Examination of Local Plan Part 2.	On track	
O2:A5		Review of Local Plan in the context of new London Plan housing targets	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Sarah Parsons	Mid term 2025 - 27	Regulation 18 (Issues and options) consultation Summer 2026 as per new Local Development Scheme	Input into GLA Land4LDN call for sites. Preparation of new Local Development Scheme.	Ongoing engagement with GLA. The new Local Development Scheme for 2025-28 was published in May 2025	On track	

O2:A6		Testing London Affordable Rent in our financial appraisal options	Director of Capital Strategy and Portfolio Management (Craig Egglestone)	Meera Kumar and Hannah Dalgleish	Short term 2024-25	All schemes will be tested for London Affordable Rent viability	Regeneration: We will continue looking at potential of London Affordable Rent in any future scheme viability testing Lea Bridge Station sites - £76m GLA grant confirmed on 7th November 24. Scheme now delivering 100% affordable (174 SR, 18 SO, 195 LAR) The s73 application was approved at committee in February 2025 and the application was approved in March 2025. The revised HoTs were approved by Cabinet in March 2025 and the Development Agreement will go Unconditional mid-April 25.	Regeneration: Alongside delivering the social rented homes at Avenue Road as part of the commitment to residents, LAR will also be considered.	On track	
O2:A7		Small site redeveloped for temporary accommodation	Director of Capital Delivery (Hannah Dalgleish)	Emily Coulter	Long term 2026-29	Conversion of 4 existing buildings into Temporary Accommodation	Studies commenced on 2 sites in January 2025 and due to complete by May 2025. Initial designs completed, with costs to follow.	Return on investment developed with finance in May 2025. Cabinet targeted as July 2025. Funding to be sought for the other two temporary accommodation sites.	On track	
O2:A8	2c: Renting is an attractive and secure long term option	Lettings Waltham Forest expand its portfolio of properties to maintain a supply of good quality private rented properties in the Borough.	Assistant Director, Property (Aydin Sipaloglu)	Amrick Nota	Long term 2025-29	Increase in number of properties leased through Lettings Waltham Forest	New website has been developed and is being used to advertise properties and promote LWF. 10 new properties leased under the market rent scheme and 5 new properties taken on under an Interim Management Order via the licensing team.	More social media and digital marketing campaigns. Increased advertising via Rightmove subscription services to target more landlords Pipeline of properties to be taken on under Interim Management Orders via the licensing team. Building relationships with external boroughs to manage IMOs on their behalf	On track	
O2:A9		Implementation of the Private Rented Sector Strategy	Corporate Director Regulatory and Contingency Planning Services (David Beach) / Assistant Director Housing Strategy & Systems (John Coker)	Dena Rafati	Long term	Decrease in % of residents who report negative impacts on mental/physical health from their private rented housing (Resident Insight Survey) Positive feedback from low-income families relating to their housing sustainment support (Housing Sustainment team)	The PRS Strategy was passed at Scrutiny in October and Cabinet in November. Published in December. Updated web pages detailing support available for PRS tenants to help prevent homelessness	PRS implementation group established to monitor delivery plan All webpages for PRS support to be updated Produce up-to-date guidance for tenants living in the PRS on support available from the council and across our partners. Prepare for new legislative duties under the Renters Rights Bill	On track	
O2:A10	2d: There are good homes for older people and those with specialist needs	Development of the Supported Housing Strategy, including a framework and pilot for delivering homes targeted at older people and other vulnerable groups	Assistant Director Housing Strategy & Systems (John Coker)	Dena Rafati	Long term	Strategy and delivery plan in place. Number of quality homes for older people and other vulnerable groups.	We held a scoping workshop with stakeholders from ASC, Homelessness, Domestic Abuse, Childrens Social Care, Early help and frontline primary health care services to decide on high level strategic priorities. Work to conclude the strategy will be aligned with the timescales of the secondary legislation of the Supported housing regulatory oversight act 2023.	We are responding to a consultation on the secondary legislation of the Supported housing regulatory oversight act 2023. We will hold a workshop with housing associations about supported housing provisions and support required from government to increase the care quality and provision of supported homes and exempt supported homes.	Minor delays	Development of strategy is dependent on anticipated legislation. In the meantime, we are responding to the consultation and continuing partner engagement.

O2:A11		Sheltered and Hostel accommodation review concluded	Director of Housing Assets and Delivery (Mark Crane)	Meera Kumar	Short term 2025-26	A remodelled sheltered housing provision that meets a range of needs.	Report presented to HSLT in March 2025 on the strategy to deliver sheltered and hostel accommodation. Further financial viability assessment is required.	Report will be presented to HSLT on financial viability and requesting a budget to proceed to carry out a more detailed feasibility work for the sheltered and hostels programme, aiming to come back to HSLT by September/October 2025.	Minor delays	Whilst sites have been identified for redevelopment, a viable delivery strategy is still to be developed taking into account the council's financial constraints

Outcome 3: Every home in the borough is healthy, safe and affordable to live in.

Action Reference	Outcome	Action	Lead Officer	Project lead	Timeline	KPI/What will success look like?	Progress October 24 - March 2025	Key activity planned April - September 2025	Progress rating (Red, Amber, Green or Blue)	Comments on delays including any mitigation (red or amber actions)
O3:A1	3a: An excellent housing service with high resident satisfaction	Completion of Consumer Standards Action Plan to delivery timescales	Assistant Director Housing Strategy & Systems (John Coker)	Henry Jackson-Koufie	Long term 2025-29	Housing Service is confident in its compliance with regulation and consumer standards. TSMs demonstrate improved services and increased residents satisfaction with overall services.	Inspection by the Regulation of Social Housing took place in February. Submitted evidence of progress made against our Consumer Standards Action Plan as part of inspection. Judgement and grading received in April 2025 with C2 grade awarded.	Review of the action plan to reflect priority actions arising from inspection	On track	The requirements of the new social housing regulation and consumer standards are wide ranging and cover all aspects of landlord services. Some high risk actions such as decency levels, building and fire safety programme and data management improvement works will be delivered in the medium term.
O3:A2		Commitments set out in the Resident Involvement Strategy are implemented and delivered	Director of Housing Management (Cate Evans)	Shahid Mallam	Long term 2025-29	Delivery of the strategy is on track Improvement in TSMs (listening and acting on views)	We continued to recruit residents to the Resident Influence and Accountability Panel (RIAP), looking at incentivisation to get more residents involved. In January 2025, RIAP gave input on 2025/26 rent and service charge setting proposals and fed into how information on changes will be communicated more widely to residents. RIAP have agreed that the next resident-led scrutiny review will focus on ASB.	We will be recruiting to the T&F group for resident led scrutiny review on ASB. We will also be recruiting to a new resident complaints panel which will look at trends and data analysis. Varied Abilities forum to take place.	On track	
O3:A3		Deliver a programme of mechanical improvements to Council stock	Director of Housing Assets and Delivery (Mark Crane)	Claudio Rizzi	Long term 2026-29	Downland Ct mechanical upgrade completed for 25/26, projected 550 boiler upgrades annually.	Design team meetings ongoing. Designs and specifications have been prepared currently awaiting task price. 229 boiler and central heating replacements completed.	Task price for Downland Ct to be received from contractor. Task order to be issued. Mobilisation and commencement of works. Task order for 25/26 boiler replacement programme issued.	On track	Downland Ct is a complicated scheme and designs have been ongoing. Currently there is a dispute with a resident in respect of the location of the sprinkler tank. Legal intervention.
O3:A4		Work programme to improve complaints handling	Director of Housing Management (Cate Evans)	Shahid Mallam / Salvatore	Long term 2026-29	Improvement shown by TSM on complaints Improvement in response times	HQN recommissioned to do indepth analysis of complaints, culminating in a report and recommendations. iCasework new case management system is now providing immediate feedback on complaints handling.	We will start to implement recommendations provided by HQN including strengthening redress and compensations. New complaints team to go live for repairs and housing management	On track	
O3:A5		Implementation of Vulnerability Policy for Housing Services to improve support residents with vulnerabilities	Assistant Director Housing Strategy & Systems (John Coker)	Daniel Wright-Mason	Short term 2024-25	Policy and procedure is successfully implemented. Improvement in vulnerabilities data on residents Frontline staff feel more confident in supporting people with vulnerabilities	The 'Let's Talk' consultation period ended in November. We reviewed resident feedback and finalised the policy In December 2024. We will be moving on to the implementation, to include guidance for staff.	Complete an implementation plan, including a crib sheet to support officers to understand the policy. Procedure to be written for frontline staff.	On track	

O3:A6		Implementation of Knowledge and Information Management (KIM) Strategy to improve data usage across Housing	Assistant Director Housing Strategy & Systems (John Coker)	Daniel Wright-Mason	Long term 2024-29	Strategy implemented and being regularly monitored % of residents with up to date vulnerability records Improvements being delivered for residents based on data and insight gathered	The KIM Strategy 2024-2029 was agreed in December.	Steering group meetings to take place quarterly from April, beginning with focus on improving data quality.	On track	
		Implement repairs service improvement plan with Morgan Sindall Property Services	Director of Housing Assets and Delivery (Mark Crane)	Sharon-Leigh Gordon	Short term 25-26	% of repairs completed within 28 day TSM Consumer Standard measure on tenant satisfaction	Improvement plan has been developed with MSPS and performance notice has been issued to them. Targeting improvements in July 2025	Review outcome of improvement plan and decide on long term procurement strategy for repairs contracts	On track	We are yet to see an improvement in the 28 day TSM performance.
O3:A7	3b: Health conditions related to poor quality homes are reduced	Implementation of new policy and procedure for damp and mould	Director of Housing Assets and Delivery (Mark Crane)	Stephanie Woods / Phillip Bell	Short term 2025-26	Policy and procedure in place (short term) Response timeframes adhered to (long term)	Policy approved by Cabinet in January. Procedure has been developed and approved by HSLT.	Implementation of procedure June 2025	On track	
O3:A8		Healthier homes standard for all new Council homes is introduced	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)		Short term 2024-25		This has been integrated into the new Local Plan.		Complete	
O3:A9		Building Safety Works Programme is delivered for 18m+ delta blocks	Director of Housing Assets and Delivery (Mark Crane)	Valdrin Rexha	Short term 2024-25	Completion of building safety works programme for 18m+ delta blocks	Removal of External Wall Insulation (EWI) and all fire compartmentation works and installation of sprinkler system at Wigg & Walsh and Burrell and Rayner 95% complete. St Davids - Ongoing delays due to window remediations and access, with legal injunctions sought St Nicholas - Delays due to structural remediations. EWI starts May 25	Wigg & Walsh - aim to be offsite by 14/5/25 (Astons to complete remaining flats as and when access is granted) St Davids - EWI to commence (RISK - access dependent) St Nicholas - EWI to start B&R - SE ducts to complete and mop-up flats which havent allowed access.	Minor delays	Legal injunctions sought via courts for access issues. Ongoing discussions and reviews of extension of times
O3:A10		Compliance in the Council's homes across all key safety areas is maintained	Director of Housing Assets and Delivery (Mark Crane)	Valdrin Rexha	Long term 2026-29	100% compliance in the Council's homes across all key safety areas	We continue to have issues with internal lifts and access for EICrs. Approximately 90% compliance on EICrs. 88% of lift safety checks were compliant. (Q1 25-26)	We will continue to communicate with residents to attempt access, with option to apply for injunction if necessary	Minor delays	Where we can't gain access, no access procedure is being followed. We will continue to communicate with residents to attempt access, with option to apply for injunction if necessary

O3:A11	3c: Housing in Waltham Forest is affordable to live in	Deliver two government funded retrofit schemes to install energy efficiency measures in private and council owned homes	Assistant Director Housing Strategy & Systems (John Coker)	Eoin Quiry / Katy Revett	Long term 2025-28	Part of a successful Pan-London funding bid Retrofit completed on 100 council properties using external match funding Increased number of properties at Energy Performance Certificate rating (EPC) C or above Retrofit completed on a number of private homes	We have received successful funding awards of c.£1.7m from the Warm Homes Local Grant fund and £512k from the Warm Homes Social Housing Fund, as part of two consortium bids. Service Store has been directly appointed to deliver the Warm Homes Local grant scheme within Waltham Forest.	Legal agreements with partners being reviewed and sealed to enable the drawdown of funding to deliver our two retrofit projects. The Warm Homes Social Housing funded project is due to begin installs in 2026. Local Grant scheme: Delivery Assurance Check was successfully completed in June 2025, enabling the project team to start mobilising for delivery of energy efficiency improvements to 116-140 properties over 3 years via Kanopiworks (Service Store) WF working with Domna on pilot	On track	
O3:A12		Promotion of solar energy to residents who own the best roofs in the borough for Solar.	Climate Programme Manager (Ciara Hanson)	Nathanael Harwood	Short term 2024-25	% homes in Waltham Forest with solar PV	This engaged group of residents has increased Council's outreach and residents participation on related climate projects	Prioritisation of solar panels as a retrofit measure for homes in future projects	On track	
O3:A13		Launch of a loan to help residents and landlords to decarbonise their homes	Climate Programme Manager (Ciara Hanson)	Friederike Hanisch	Long term 2026-29	Number of homes upgraded (higher energy efficiency) through our loan scheme, total £250K loan pot utilised	First round complete: Oversubscribed, 30 applications requested £430K. 15 successful applications: 86% have started retrofits, 60% completed. Expected outcomes: 22 tonnes of carbon saved per year; £455 average bills savings per successful applicant. New round due to launch, supplier appointed.	Second round of £250K funding will be open for applications from May 2025	On track	
O3:A14		Domestic energy efficiency / decarbonisation of homes to benefit residents health and lower bills - for homeowners and tenants	Climate Programme Manager (Ciara Hanson)	Friederike Hanisch / Nathanael Harwood	Long term 2026-29	Number of homes upgraded (higher energy efficiency), £ bills savings, and lifetime carbon emission savings	Climate and Licensing teams collaboration, analysis of data to improve Licensing compliance. Through ECO4, GBIS and HUG 2 schemes, 40 homes have had energy efficiency measures installed to date.	Winter help form applicants to feed into an applicant list for Warm Homes Local Grant. Response to future EPC compliance requirements to encourage improved energy efficiency in the PRS.	On track	

Outcome 4: Development enhances neighbourhoods and supports stronger, fairer, and safer communities

Action Reference	Outcome	Action	Lead Officer	Project lead	Timeline	KPI/What will success look like?	Progress October - March 2025	Key activity planned April - September 2025	Progress rating (Red, Amber, Green or Blue)	Comments on delays including any mitigation (red or amber actions)
O4:A1	4a: Development supports thriving and more resilient places	New comms approach to outline the range of available affordable housing to residents, and the positive impacts of new developments	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Sarah Parsons	Short term 2024-25	Increase in residents feeling positive about new housing development in the borough	We continue to use different comms channels to ensure the sharing of positive impacts of development with residents with a wider reach.	n/a	Complete	
O4:A2		Preparation of a suite of Supplementary Planning Documents (SPDs) providing detailed guidance and support for policies outlined in Local Plan documents to ensure Exemplar Design and ensuring Inclusive Growth in the borough supports <u>our preventative approach</u>	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Sarah Parsons	mid term 2025-27	Adoption of new SPDs	SPD drafting and internal consultation	SPD drafting and internal consultation	On track	
O4:A3		Maintain an up-to-date, and regularly reviewed Infrastructure Delivery Plan (IDP) identifying and planning for the necessary infrastructure to achieve Local Plan goals sustainably.	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Marcin Manikowski	Long term 2025-2029	Publication of a revised IDP and Infrastructure Delivery Schedule (IDS) as necessary.	Revised IDP (2024) was published. Council-wide Infrastructure Planning Forum has been established.	Continuous engagement with infrastructure providers to keep IDP and IDS up-to-date through Infrastructure Planning Forum	On track	
O4:A4		Pilot Neighbourhood Community infrastructure Levy allocation plan supporting local priorities through consultation with communities and their ward councillors.	Corporate Director – Regeneration, Planning & Delivery (Ian Rae)	Marcin Manikowski	medium term 2024-26	NCIL allocated towards priorities agreed with residents and ward councillors. Funded projects delivered.	Engagement with ward councillors, shortlisting of project proposals. Final tranche of project allocations selected and agreed	Pilot phase to be concluded. Lessons learnt analysis to be undertaken in order to embed the process as BAU and prepare for next round of allocations when sufficient funds allow.	On track	
O4:A5		Resilient Housing: Maximise mission working opportunities to deliver physical interventions to Council owned housing. Improving access and quality of external spaces on residents doorstep.	Assistant Director Place Services (Adam Jenner) / Climate Programme Manager (Ciara Hanson)	Emily Purser	ongoing	Number of residents using outside space increased. Higher reported satisfaction of residents on estates. Transformation of green space for nature and climate adaptations	Completion of GLA funded Wildways project, including interventions at Grange Estate, improving access to green space and habitat quality. Agreement of 'resilient housing' approach at Housing SLT	Take 'mission resilient housing' approach for projects at Attlee Terrace, Tenby Court and Beresford Road. Engagement activities with residents and co-design of green space improvements	On track	

O4:A6	4b: Communities are proud of where they live and feel safe	We will deliver the commitments of the Housing Compact 2024-29	Assistant Director Housing Strategy & Systems (John Coker)	Jack Barden-Balden	Long term 2025-2029	Commitments of the Housing compact are successfully delivered Joint protocols have been developed leading to overall improvement in TSMs.	Protocols on community safety and domestic abuse agreed and shared with partners. Reviewing changes to our nominations process and protocol. Sessions arranged for partners to hear about housing fraud, changes to bin collections, youth engagement. Distribution of 2nd edition of Compact newsletter Scoping for youth pilot in partnership with Peabody. Engagement session with Councillors	Review of delivery plan for 2025/26 Establish resident engagement group Continue review of nominations protocol. Gather TSM information from partners for 24/25 Continue to explore option to delegate authority for Community Protection Warnings and Notices	On track	
O4:A7		New service delivery model for caretaking and grounds maintenance developed	Director of Housing Management (Cate Evans)	Adam Jenner	Short term 2024-25	New delivery model in place and working effectively Tenant Satisfaction Measures (TSMs) for improved resident satisfaction - communal areas	Standards have been implemented and communicated on community noticeboards across estates and blocks. There has so far been a small increase in satisfaction with communal areas between 23/24 - 24/25 from 63-65% . Gratings for estates are now in line with new standards		Complete	
O4:A8		Positive Places programme is delivered	Director of Housing Management (Cate Evans)	Adam Jenner	Short term 2024-25	Programme completed - TSM listens to views	Positive Places has moved into Estate Improvements. £380k of funding has been secured across multiple projects from NCIL to deliver improvements to a number of estates.		Complete	
O4:A9		Delivery of estate improvements requested by residents and funded by NCIL	Director of Housing Management (Cate Evans)	Adam Jenner	Short term 2025-26	Estate improvements delivered and improvement in TSM - landlord listens to views	£380k of funding has been secured across multiple projects from NCIL to deliver improvements to a number of estates.	Delivery of improvement works and updates to residents	On track	
O4:A10		Development and implementation of Estates Services improvement plan	Director of Housing Management (Cate Evans)	Adam Jenner	Short term 2025-26	Improved ways of working within Estates Services Improved TSM score - estate is clean and well maintained	New HoS appointed Recruitment undertaken for vacant supervisor posts	Recruitment to all remaining vacant caretaker and grounds maintenance operative posts Clarity on management responsibilities Digital training and improved digital ways of working implemented Estate Services policies will be developed to formalise new ways of working	On track	

O4:A11		Build on the "Safer Streets" pilot, with joint and visible presence on estates between Housing and ASB teams and the police, pro-active door knocking and drop-in sessions We will increase partnership working with community safety partners to tackle ASB	Director of Housing Management (Cate Evans)	Shahid Mallam / Sharon Allen-Cabey	Long term 25-29	TSMs relating to safety and handling of anti-social behaviour (ASB)	12 evening resident engagement sessions took place at Northwood with ASB, Housing, Police and Park guard, alongside letter drops sharing ASB reporting process. This was successful and saw reduction in reports of communal ASB. Weekly drop-ins taking place at Avenue estate, with tenancy and regen officers present, giving opportunity for people to report communal ASB, discuss tenancy issues and planned regeneration works. In process of designing ASB satisfaction surveys with the Engagement team We introduced a new process with more referrals of complex cases to our ASB team to improve complex case management	We will implement the new ASB satisfaction surveys and will start to collect and review responses. Introduction of ASB case management training and review of how we open cases. Piloting joint site visits in evenings between ASB and Housing in hotspots in the Hoe Street ward including Atlee Terrace and The Drive from April.	On track	
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