



Case Study: Reviewing our planned maintenance programme

Working with
tenants to
improve our
services

Planned maintenance review

We're investing in tenants' homes and working with tenants to make sure our planned maintenance programme is clear, fair and focused on what the home needs.

We worked with tenants to review how we plan major maintenance programme, including how we decide when work is needed and how we explain those decisions.

This case study sets out what tenants told us, what we've already done, and what we're still doing to improve the service.

Moving to a condition-based planned service

You told us...

Moving from set replacement dates to a condition-based service made sense, as long as we explained it clearly and used any savings to invest in tenants' homes.

So we...

- Are moving to a condition-based approach, in line with the new Decent Homes Standard. This means we will replace things like

kitchens and bathrooms when they need replacing because of their condition, not just because they have reached a certain age.

- We will use the savings from this approach to support energy improvement work, helping to make homes warmer and reduce running costs for tenants.

Completing home condition surveys

You told us...

Regular home condition surveys are important, especially if we are using them to decide when work is needed. Some tenants also told us they could not remember having a survey, and asked whether photos or visits from the HomePlus team could be used instead.

So we...

- Created a dedicated role to oversee home condition surveys and make sure they are completed every five years.

- We are also monitoring progress closely and at the end of April 2026, 97% of homes had received a home condition survey within the last five years.
- We want to make it easier for tenants to share information with us, but a trained surveyor still needs to visit their home. This helps us spot things a tenant may not notice, including issues linked to safety.
- Our HomePlus team are not trained to complete these technical surveys, but they are asked to report any repairs or maintenance issues they notice when visiting tenants' homes.



Our surveyors will leave a card that shows the condition of key components in your home. This will give you a record of what they have reported back to us and an idea of when these items will be replaced.

Checking contractor performance

You asked...

How we check the work completed by external contractors and whether tenants could give feedback, how contractor communication could improve, and whether tenants could sign off work once it is complete.

So we...

- Are working more closely with contractors so everyone is clear about what we expect, how they are performing and how we will deal with issues.
- We have agreed performance measures, including target time-scales for repairs and satisfaction results. These were agreed with tenants as part of the repairs service review in November 2024.
- We are using regular performance meetings, tenant feedback surveys and tenant involvement in future contractor selection to help improve the service.
- We are also developing a Contractor Code of Conduct. This will set out what we expect from contractors and their staff, including how they behave in tenants' homes.
- For major improvements,

such as kitchen and bathroom replacements, we will complete an inspection after the work is finished and send a copy to the tenant to check and agree. However, at the moment, we cannot capture tenant sign-off for every job in a home. We will keep this in mind as we continue improving our repairs and maintenance



service.

Improving information about homes and planned work

You said...

You were concerned about guttering, asked how wooden windows are recorded, and asked whether non-traditional homes with specific damp issues are being considered.

So we...

- Now have more Neighbourhood Managers out in our communities. They are asked to report issues they see, including problems with guttering.
- As part of the home condition survey programme, we will record information about things like windows more accurately, including what they are

made from and their condition.

- Non-traditional homes are included in our home condition survey programme. We will also complete further surveys on these



Making homes warmer

You said...

That some older homes can be hard to keep warm and asked when improvements such as better insulation would be made.

So we...

- Are continuing to improve the energy efficiency of tenants' homes. In 2025/2026, we improved the EPC rating of 354 homes to EPC C or higher.
- We know insulation and heating are important, but they are not always the only or best answer on their own. We will focus on the work that makes the biggest difference for tenants and helps reduce the cost of running a home.
- We are making the most of government

grants so we can deliver improvements as quickly as possible and make sure tenants get good value from the money we spend.

- We have increased the size of the team delivering this work and started with the homes that have the lowest energy performance rating and are the hardest to keep warm.



Communicating clearly with tenants

You told us...

That we need to explain major changes clearly and use different ways to communicate, including for tenants who do not have internet access. You also asked how tenants can find out when their home condition survey is due, or when major work such as a kitchen or bathroom upgrade may happen.

So...

- We will share information regularly and use a mix of digital and traditional communication channels, so tenants have more than one way to find out about service changes.
- We know face-to-face contact matters to some tenants, especially when there is a major change or planned works programme. We cannot meet every tenant face-to-face every time, but we have brought in a Tenant Liaison Officer to support tenants through our energy improvement works programme.
- We have also committed to reviewing our tenant portal 'My Account', and updating replacement dates for major works so they reflect the move to condition-based replacement.
- We will also share a five-year planned works programme in 2027/2028.

Supporting tenants with additional needs

You said...

That tenants with additional needs must not be disadvantaged, and that we should take people's needs into account when making decisions or visiting their homes.

So...

- We will share information regularly and use a mix of digital and traditional communication channels, so tenants have more than one way to find out about service changes.
- Our Reasonable Adjustments Policy also helps our teams make changes to the way we work so we can better support individual tenants.
- Before completing a home condition survey, we will write to tenants and explain what to expect of the home, such as kitchens or bathrooms, are coming to the end of their expected life.
- We will also focus on homes that have not had a condition survey in the last five years. After that, surveys will continue on a five-year rolling programme.

Making the programme fair

You asked...

How we would prioritise homes for upgrades and make sure the programme is fair.

So we...

- Will start by looking at homes where major parts

What happens next?

Tenant feedback has helped us make practical changes to our planned maintenance service.

We'll keep listening, explain our decisions clearly and use what tenants tell us to keep improving how we look after their homes.