

Continuous Improvement Plan 2023



Continuous Improvement Plan

Improvement Plan Reference	Area of Improvement Reference	Improvement Identified	Responsibility	Timescale
Additional regulatory assurance is required for the following standards as per Regulatory Judgement Regulatory Letter				
RS1A/CIP01	Has a strategy/BP which reflects its vision, culture and values and sets out how the organisation will achieve its core purpose as a social landlord	<ul style="list-style-type: none"> ▶ We will continue to move from Vision to Delivery using a methodology linked to Strategic Objectives and Key Results. 	CEO	March 2024
RS1B/CIP02	Complies with its own governing documents and meets the requirements of an appropriate Code of Governance	<ul style="list-style-type: none"> ▶ We will continue to implement the recommendation set out in the Governance Effectiveness Review ◊ Governance Effectiveness Review Plan ◊ Code of Governance Compliance Documents 	CEO	March 2024 (detailed timescale in GEF Plan) March 2024 (detailed timescale in COG Plan)
RS1C/CIP03	Sets and delivers measurable, evidence based commitments across all areas of its business in relation to equality, diversity and inclusion (including anti-racism and tackling hate crime) reflecting the diversity of the communities it works in and with.	<ul style="list-style-type: none"> ▶ We will deliver the action set out in EDI Action Plan 	CEO/ADPC	March 2024 (detailed timescale in EDI Action Plan)

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RS1D/CIP04	Has a diverse Board, reflecting the communities the RSL works in and with, and has the skills and knowledge required to be effective.	<ul style="list-style-type: none"> ▶ Further recruitment to the Board including a Senior Independent Director. ▶ Ongoing development of Board Members and the skills matrix. ▶ Continued focus on increasing Board Members from minority ethnic backgrounds. ▶ Considers Board Diversity generally to ensure good governance and a reflection of communities, including targeted recruitment if required. 	CEO/ADPC	<p>September 2023</p> <p>September 2023</p> <p>March 2024</p> <p>March 2024</p>
RS1E/CIP05	Makes logical decisions based on clear, good quality information which includes assessment of risk and, where appropriate, the views of tenants.	<ul style="list-style-type: none"> ▶ Further review of report formats in line with the recommendations of the Governance Effectiveness Review. 	Co Sec/ Gov Mgr	December 2023
RS1F/CIP06	Enables and supports tenants to influence strategic decision making	<ul style="list-style-type: none"> ▶ We will review the Tenant Involvement Strategy. ▶ We will repeat our STAR Survey in 2024. 	DCC	<p>December 2023</p> <p>March 2024</p>

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RS2B/CIP07	Does not put social housing assets or tenants at undue risk	<ul style="list-style-type: none"> ▶ We will implement Operational Objective 6 to improve our approach to customer insight and feedback. ▶ We will work with the Board/ PACE committee to strengthen our strategic focus on customers. ▶ Strategic Objective 3 – Our culture and systems provide assurance that resident, staff and contractors are safe. ▶ Strategic Objective 4 - We will be investing our resources wisely to effectively maintain homes and estates, ▶ We will progress the Key Results identified in both these objectives including the co-produced development of our Asset Management Strategy. 	DPA	<p>March 2024</p> <p>March 2024</p> <p>March 2024 (see detailed plan linked to SO 3 Key Results)</p> <p>March 2024 (see detailed plan linked to SO 4 Key Results)</p> <p>December 2023 Asset Management Strategy – linked to WHQS Planned Approach</p>
RS2C/CIP08	Maintains accessible and up-to-date business continuity, contingency and disaster recovery plans.	<ul style="list-style-type: none"> ▶ We will develop a new BCP including training for staff and testing 	DCC	March 2024

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		<ul style="list-style-type: none"> ▶ We will finalise Local Emergency plans ▶ We will bring a new MSSP provider on Board 	DCC	<p>March 2024</p> <p>December 2023</p>
RS3A/CIP09	Keeps its tenants safe in their homes and promptly identifies and corrects any under-performance or non-compliance on health and safety matters.	<ul style="list-style-type: none"> ▶ Strategic Objective 3 – Our culture and systems provide assurance that resident, staff and contractors are safe 	DPA	March 2024 (see detailed plan linked to SO 3 Key Results)
RS3B/CIP10	Delivers services which meet the diverse needs of tenants	<ul style="list-style-type: none"> ▶ We will deliver the actions set out in the EDI Action Plan. ▶ We will deliver Strategic objective 5 to improve outcomes and VFM in Care and Support ▶ We will implement Operational objective 6 to improve our approach to customer insight and feedback 	DCC	<p>March 2024 (detailed timescale in EDI Action Plan)</p> <p>March 2024 (see detailed plan linked to SO 3 Key Results)</p> <p>March 2024 (see detailed plan linked to OO 6 Key Results)</p>
RS3C/CIP11	Achieves and maintains high levels of tenant satisfaction with services	<ul style="list-style-type: none"> ▶ We will further Develop customer service measures ▶ We will embed Service Design principles, ensuring TI is a core part of service improvement 	DCC	<p>March 2024</p> <p>March 2024</p>

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		<ul style="list-style-type: none"> ▶ We will implement Operational objective 6 to improve our approach to customer insight and feedback ▶ We will deliver Strategic Objective 1 to ensure services are accessible and reliable 		<p>March 2024 (see detailed plan linked to OO 1 Key Results)</p> <p>March 2024 (see detailed plan linked to SO 6 Key Results)</p>
RS3D/CIP12	Makes landlord performance information available to tenants	<ul style="list-style-type: none"> ▶ We will work with the Hub to create a communication plan 	DCC	December 2023
RS4A/CIP13	Creates a culture which values and promotes tenant engagement.	<ul style="list-style-type: none"> ▶ We will implement Operational objective 6 to improve our approach to customer insight and feedback ▶ We will embed Service Design principles, ensuring TI is a core part of service improvement ▶ We will work with Board and when established the new PACE committee to strengthen our strategic focus on customers 	DCC	<p>March 2024 (see detailed plan linked to OO 6 Key Results)</p> <p>March 2024</p> <p>March 2024</p>

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RS4B/CIP14	Enables tenants to understand the organisation's approach to tenant involvement, how they can get involved and how the organisation will listen to and act on tenants' feedback and learns from complaints.	<ul style="list-style-type: none"> ▶ We will review our Tenant Involvement Strategy ▶ We will continue to implement improvements to our complaints process ▶ We will monitor how well tenants feel listened to on a regular basis. ▶ We will embed Service Design principles, ensuring TI is a core part of service improvement. ▶ We will ensure that we are open and transparent with our tenants on how we learn from complaints eg inclusion on website and newsletters 	DCC	<p>December 2023</p> <p>December 2023</p> <p>March 2024</p> <p>March 2024</p> <p>March 2024</p>
RS4C/CIP15	Provides opportunities for tenants to be involved, can demonstrate that tenants are satisfied with them and can demonstrate the difference involvement is making	<ul style="list-style-type: none"> ▶ We undertake further work to be able to show tenants are satisfied with the opportunities open to them. ▶ We will embed Service Design principles, ensuring TI is a core part of service improvement ▶ We will monitor how well tenants feel listened to on a regular basis 	DCC	<p>March 2024</p> <p>March 2024</p> <p>March 2024</p>

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		<ul style="list-style-type: none"> ▶ We will work with Board and when established the new PACE committee to strengthen our strategic focus on customers 		March 2024
RS4D/CIP16	Can demonstrate diverse tenant views and expectations inform the development and review of housing and related services, and the response to any under-performance	<ul style="list-style-type: none"> ▶ We will deliver the actions set out in the EDI Action Plan. ▶ We will embed Service Design principles, ensuring TI is a core part of service improvement, ensuring customer centric diverse views ▶ We will deliver Strategic objective 5 to improve outcomes and VFM in Care and Support ▶ We will implement Operational objective 6 to improve our approach to customer insight and feedback 	DCC/ADPC	<p>March 2024 (detailed timescale in EDI Action Plan)</p> <p>March 2024</p> <p>March 2024 (see detailed plan linked to SO 5 Key Results)</p> <p>March 2024 (see detailed plan linked to OO 6 Key Results)</p>
RS5A/CIP17	Ensures all applicable rules and statutory guidance (including the rent agreement) are complied with	<ul style="list-style-type: none"> ▶ We will review our approach to service charges and create a new Policy 	DFGD/DCC	March 2024

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RS6A1/CIP18	Determines its strategic approach to value for money, ensuring the approach relates to its social purpose, and makes strategic and operational decisions in line with it.	<ul style="list-style-type: none"> ▶ We will further develop our approach to VFM by undertaking further benchmarking against similar organisations 	DFDG	December 2023
RS7A/CIP19	Sets financial plans which enable it to deliver its strategy and achieve its social purpose, and there is appropriate reporting to the Board against these plans.	<ul style="list-style-type: none"> ▶ Further support financial resilience by undertaking additional financial awareness training with operational staff, leadership and Board Members. 	DFDG	December 2023
RS8A/CIP20	Has an accurate and up to date understanding of its assets and liabilities	<ul style="list-style-type: none"> ▶ We will map the Asset and Liabilities Register to our management accounts and ensure triangulation with risk register and KPIs ▶ We will continue to ensure that we understand our asset lifecycle demand and invest our resources using strategic objective 4 to guide and measure progress/delivery 	DPA and DFDG	March 2024 March 2024(see detailed plan linked to SO 4 Key Results)
RS8B/CIP21	Maximises the use of assets to achieve its social purpose and the objectives of the organisation.	<ul style="list-style-type: none"> ▶ We will continue to review our assets through our Asset Management and Development strategies 	DPA and DFDG	December 2023 Asset Management Strategy December 2023 Updated Development Strategy

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RS8C/CIP22	Uses accurate information about assets and liabilities to inform strategic decisions	<ul style="list-style-type: none"> ▶ We will continue to ensure that we understand our asset lifecycle demand and invest our resources using strategic objective 4 to guide and measure progress/delivery 	DPA	March 2024(see detailed plan linked to SO 4 Key Results)
RS9A/CIP23	Ensures publicly funded homes meet all applicable standards, rules and statutory guidance issued in connection with quality of accommodation, including the current Welsh Housing Quality Standard	<ul style="list-style-type: none"> ▶ We will set out how we will need the planned approach for WHQS 2 including the impact on Caredig, updating our Asset Management, Development and Sustainability strategies 	DPA	March 2024(see detailed plan linked to SO 4 Key Results)

Empowering People
Creating Homes
Thriving Communities

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