

Continuous Improvement Plan 2024



Continuous Improvement Plan

Improvement Plan Reference	Area of Improvement Reference	Improvement Identified	Responsibility	Timescale
RS1A/CIP24	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 plan our second year review of our Strategic Objectives to conclude in September 24. 	CEO	September 2024
RS1C/CIP24	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 actions set out in our EDI and Anti Racism action plans. 	DCC/ADPC	March 2025
RS1D/CIP24	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 increase diversity and further widen the Board Member skills matrix. 	CEO/ADPC	September 2024
RS1E/CIP24	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"> ▶ We will implement improvement plans informed by the results of our STAR survey in 2024. 	DCC	March 25
RS1E/CIP23 (Carried over from 2023 SE)	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"> ▶ Report format to be considered as a joint exercise between Board and Executive representatives. Updated to reflect that new Executive Members joining. 	CEO/Board	March 2025

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RS1F/CIP24	Enables and supports tenants to influence strategic decision making.	<ul style="list-style-type: none"> ▶ Our new Tenant Involvement and Insight Strategy was approved in July 2024. 	DCC	Completed July 2024
RS1G/CIP24	Complies with all relevant legislation, regulatory requirements and statutory guidance and communicates in a timely manner with the regulator, including on material issues that relate to actual or potential non-compliance.	<ul style="list-style-type: none"> ▶ We have taken additional advice regarding the EICR administration to ensure full compliance with the RHWA and varying interpretations of the act. We will undertake assurance exercises for all processes and procedures for this and cooperate with WG in any review of the RHWA. 	DPA	March 2025
RS2A/CIP24	Has an effective framework for risk management, internal controls and assurance that enables it to successfully identify and manage existing and emerging risks which threaten delivery of its strategy or compliance with legislative or regulatory requirements.	<ul style="list-style-type: none"> ▶ Operational Strategic Risk and Assurance Register being developed to go to ARC in November 24 	CEO	November 2024
RS2B/CIP24	Does not put social housing assets or tenants at undue risk	<ul style="list-style-type: none"> ▶ Strategic Objective 4 – we will be investing our resources more efficiently to effectively maintain homes and estates. 	DPA	Completed AMS complete and published.

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RS2B/CIP23 (Carried over from 2023 SE)	Does not put social housing assets or tenants at undue risk	<ul style="list-style-type: none"> ▶ We will progress the Key Results identified against this Objective including the co-produced development of our Asset Management strategy. ▶ Approved by D&AMC June 24 and approved by Board July 24. ▶ We are on track to go live with the new Repairs IT system Total Mobile to improve resident experience, maximise productivity and improve the asset. ▶ We are on track for reprocurring new contractor support to maintain our service delivery. ▶ After the AMS is complete, we will be developing a rolling 5-year delivery plan for maintaining the assets. 	DPA	<p>October 2024</p> <p>Heating: 01.10. 2024</p> <p>Electrical: 01.02.2025</p> <p>Gen Build: 01.04.2025</p> <p>November 2024</p>
RS2C/CIP24	Has an effective framework for risk management, internal controls and assurance that enables it to successfully identify and manage existing and emerging risks which threaten delivery of its strategy or compliance with legislative or regulatory requirements.	<ul style="list-style-type: none"> ▶ We will finalise a new Business Continuity Plan following testing/training carried out in June 24. Present to ARC and Board in November 24. 	DCC	November 2024

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		<ul style="list-style-type: none"> ▶ We will implement new emergency procedures in line with our new BCP 	DCC	December 2024
RS3A/CIP24	Keeps tenants safe in their homes and promptly identifies and corrects any underperformance or non-compliance on landlord health and safety matters.	<ul style="list-style-type: none"> ▶ We will continue to ensure our tenants are safe in their homes using Strategic Objectives to guide and measure progress/delivery. ▶ We are implementing a new repairs software system to help manage reactive repairs and scheduling. The system TM (Total Mobile) has built in reporting dashboards that will support the management of performance and compliance. The project is due to go live in October 2024. 	DPA	October 2024
RS3A/CIP23 (Carried over from 2023 SE)	Keeps tenants safe in their homes and promptly identifies and corrects any underperformance or non-compliance on landlord health and safety matters.	<ul style="list-style-type: none"> ▶ Strategic Objective 3 Project to support assurance through policy updates, data reporting that enables outcomes to be more easily visible (April 2025) for the big 6 and a transition through to April 2026 for the rest of FFHH/HHSRS0 	DPA	April 2025

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RS3B/CIP24		<ul style="list-style-type: none"> ▶ We will deliver the actions set out in the EDI and Anti Racism Action Plans. ▶ We will deliver Strategic objective 5 to improve outcomes and VFM in Care and Support. ▶ We will implement improvement plans informed by the results of our STAR survey in 2024. 	<p>DCC/ADPC</p> <p>DCC</p> <p>DCC</p>	<p>March 2025</p> <p>September 2024</p> <p>March 2025</p>
RS3C/CIP24	Achieves and maintains high levels of tenant satisfaction with services.	<ul style="list-style-type: none"> ▶ We will deliver Strategic Objective 1 to ensure services are accessible and reliable. ▶ We will implement improvement plans informed by the results of our STAR survey in 2024. 	DCC	March 2025
RS3D/CIP24	Makes landlord performance information available to tenants.	<ul style="list-style-type: none"> ▶ We will implement our new communication plan as agreed with Caredig Reviewers. 	DCC	September 2024
RS4A/CIP24	Creates a culture which values and promotes tenant involvement.	<ul style="list-style-type: none"> ▶ Our new Tenant Involvement and Insight Strategy was approved in July 2024. 	DCC	From July 2024

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RS4B/CIP24	Enables tenants to understand the organisations 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"> ▶ Our new Tenant Involvement and Insight Strategy was approved in July 2024. 	DCC	From July 2024
RS4C/CIP24	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 will monitor and report the measures set out in our new Tenant Insight and Involvement Strategy. 	DCC	From July 2024
RS4D/CIP24	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 monitor and report the measures set out in our new Tenant Insight and Involvement Strategy. ▶ We will implement improvement plans informed by the results of our STAR survey in 2024. 	DCC	From July 2024 March 2025
RS4D/CIP23 (Carried over from 2023 SE)	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 as set out in the EDI action plan. ▶ We will implement improvement plans informed by the results of our STAR survey in 2024. 	DCC/ADPC	March 2025
RS5A/CIP24	Ensure all applicable rules and statutory guidance (including the current rent agreement) are complied with.	<ul style="list-style-type: none"> ▶ We will consult tenants on proposals for rents and service charges in Autumn 2024. 	DCC/DFDG	December 2024

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RS6A/CIP24	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. Await arrival of new director. 	DFDG	February 2025
RS5A/CIP23 (Carried over from 2023 SE)	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"> ▶ CHC facilitating FDs to enable meaningful benchmarking, with their review of the parameters for global accounts compilation. This information was submitted in May 2024 and we await the outcome as this will enable effective discussions and comparisons to take place. Await arrival of new director. 	DFDG	February 2025
RS7A/CIP24	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. 	DFGD	Completed Provided as requested
RS8A/CIP24	Has an accurate and up to date understanding of its assets and liabilities.	<ul style="list-style-type: none"> ▶ We will map the ALR to our management accounts each year and ensure triangulation with risk register and KPIs. 	DFDG/DPA	November 2024

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RS8B/CIP24	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 ensure that we understand our asset lifecycle demand and invest our resources using Strategic Objective 4 to guide and measure progress/delivery. ▶ We will explore alternative funding including grants to support delivery of works to meet WG requirements and aspirations including delivery of decarbonisation. ▶ We will continue to review our assets through our Asset Management and Development Strategies. ▶ Formalise Community Benefits Policy, track benefits and ensure Community Benefits built into all new contracts/procurement. 	DFDG/DPA	November 2025
RS8B/CIP23 (Carried over from 2023 SE)	Maximises the use of assets to achieve its social purpose and the objectives of the organisation.	<ul style="list-style-type: none"> ▶ Development Strategy to be updated. 	DFDG/DPA	December 2024

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RS8C/CIP24	Uses accurate information about assets and liabilities to inform strategic and financial decisions.	<ul style="list-style-type: none"> ▶ We will continue to ensure that we understand our asset lifecycle demand an invest our resources using Strategic Objective 4 to guide and measure progress of delivery and are developing a rolling 5-year delivery plan to accompany the AMS. 	DPA	November 2024
RS8C/CIP23 (Carried over from 2023 SE)	Uses accurate information about assets and liabilities to inform strategic and financial decisions.	<ul style="list-style-type: none"> ▶ We are completing a review of Lifespan costing to ensure cost planning is accurate. ▶ We are reviewing components to develop a priority list and remove/add components that will be included. ▶ WHQS2 has been published and we are developing costed delivery plans for essential elements and long-term plans for decarbonisation and affordable warmth in line with WG target dates. (SAP mid-point EPC C costed plan Oct 24, EPC A outline Plan October 2026). 	DPA	<p>November 2024</p> <p>October 2024</p> <p>October 2026</p>

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RS9A/CIP24	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 are planning our strategy on meeting the revised WHQS standard and looking for additional funding to support decarbonisation aspirations. ▶ We continue to gather fire safety data on our buildings creating plans to meet current standards. ▶ We will engage with WG with any review of the RHWA to resolve/improve costly and challenging administration procedures. 	DPA	<p>December 2029</p> <p>April 2025</p> <p>April 2025</p>

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