

Service Improvement Plan – Summary Page

SUMMARY						
Prevention						
Ref.	Sub-project	Strategic / Operational	Owner	Dependency	Total actions	RAG
Prevention - May 2026 Summary						
P1	Legacy Backlog Work	Operational	Fola Akinsowon	DDaT	2	
P2	Early Intervention	Strategic	Fola Akinsowon		10	
P3	Rough Sleeping	Operational	Fola Akinsowon		4	
P4	Improved Case Management	Operational	Fola Akinsowon	DDaT	3	
P5	Improved Communication	Strategic	Fola Akinsowon	Coms Team	1	
P6	Renters Rights Act - Rediness	Operational	Fola Akinsowon	Public Protection	4	
P7	The Fair Funding Review - simplifying homeless, rough sleeping and DA grant	Operational	Fola Akinsowon	Finance	1	
Total Prevention = 7					25	
Supply						
Ref.	Sub-project	Strategic / Operational	Owner	Dependency	Total actions	RAG
Supply - May 2026 Summary						
S1	Legacy Backlog Work	Operational	Roberto Bruni	DDaT	4	
S2	Reduction of High Cost TA Units	Operational	Roberto Bruni		3	
S3	Reduction of TA Costs	Operational	Roberto Bruni		4	
S4	Compliant and Fit for Purpose Units	Operational	Roberto Bruni	Public Health	3	
S5	Increasing TA Supply	Strategic	Roberto Bruni	Neil Euesden / HB Law / Procurement	3	
S6	Prevention and Detection of Fraud	Operational	Roberto Bruni	Corporate Fraud	2	
Total Supply = 6					19	
Move On						
Ref.	Sub-project	Strategic / Operational	Owner	Dependency	Total actions	RAG
Move-on - May 2026 Summary						
MO1	Move-on to HRA	Strategic	Roberto Bruni		4	
MO2	Move on to Registered Providers	Strategic	Roberto Bruni		2	
MO3	Move on to PRS	Strategic	Roberto Bruni		2	
MO4	Increasing Housing Supply	Strategic	Karen Shaw	Regen	4	
Total Move-on = 4					12	
Future Service						
Ref.	Sub-project	Strategic / Operational	Owner	Dependency	Total actions	RAG
Future Service - May 2026 Summary						
FS1	Re-structure, Recruitment and Retention of Staff	Strategic	Karen Shaw	HR	4	
FS2	Policies Strategies and Procedures	Strat	Karen Shaw	Transformation, Campbell Tickell, Inner Circle	16	
FS3	Fit for purpose ICT and Data	Strategic	Karen Shaw	DDaT	6	
FS4	Joint Working and Multi-Agency Work	Strategic	Fola & Roberto	Internal and external agency	1	
FS5	Income Recovery, Housing Benefit & Subsidy Loss	Operational	Karen Shaw	Finance & Benefits Team		
Total Future Service = 5					27	
TOTAL SERVICE ACTIONS - 23					71	

Service Improvement Plan - Prevention

Prevention						
1 - Backlog						
Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
1.1	Fola Akinsowon	01/09/2026	Part-complete	<p>No in Approach = 230</p> <p>No. in Prevention = 270</p> <p>No. in Relief = 405</p> <p>No. Full duty = 1,415</p> <p>Cases in approach continues to decrease significantly.</p> <p>Overdue in relief backlog still high at 321 with over 91 not in TA already.</p>	Green	Review is recording all historical and live cases accurately. Cases in prevention have dedicated officer and action plan.
1.2	Fola Akinsowon	01/09/26	Part complete	<p>13.05 -</p> <p>No change in resource availability. However, closer working between teams does mean the gap is not increasing.</p>	Yellow	Jigsaw and NEC data sets align. Data integrity is accurate and auditable.
2 - Early Intervention						
Action	Lead Officer	Deadline	Status Update		RAG	Outcome
2.1	Fola Akinsowon	Aug-25	Complete		Blue	
2.2	Fola Akinsowon	01/09/2025 01/01/2026 01/04/2026 01/06/26	Part-complete	<p>13.05 -</p> <p>Uwa has completed the consultation with staff and documentation of the SOP</p> <p>The SOP is finalised. Sign-off from staff and Directors by end of May. Implementation from June 2026.</p>	Green	A set of standard operating procedures which current an new staff can apply to cases were early intervention will prevent the household from going into crisis.
2.3	Fola Akinsowon	Sep-25	Complete		Blue	Case load per officer within target; throughput to prevention outcomes; reduced duty applications.
2.4	Fola Akinsowon	Oct-25	Complete		Blue	
2.5	Fola Akinsowon	Feb-26	Not started		Blue	% clients with multi-need plan; prevention rate for hub users.
2.6	Fola Akinsowon	Nov-25	Complete		Blue	% DHPs used for % of incentive payments x of L/L signed up to Rent Guarantee Scheme prevention; average E cost per prevention; 6/12-month tenancy sustainment.
2.7	Fola Akinsowon	01/02/2026 01/04/26 01/01/2027	Part-complete	<p>15.05 -</p> <p>Because of RRA this has changed. Landlords have to wait 3 months to reclaim their property if the tenant falls into arrears.</p> <p>Now considering a rent guarantee scheme incl. a payment of arrears process. Based on examples from Smerset, Birmingham and Hillingdon. Note - this is not a landlord insurance policy.</p>	Green	A compliant and auditable rent guarantee scheme that will enable SBC officers a quick and easy way of keeping households who are threatened with homelessness in their current accommodation.
2.8	Fola Akinsowon	01/02/2026 01.06.2026	Part-complete	<p>15.05 -</p> <p>Linked to the new allocations policy. We cannot 'pay' on the grounds they will definitely be housed in say 6 months. But we can seek to offer homeless at home higher priority on the housing register.</p> <p>FA to check with Roberto re, this incentive being included in allocations policy.</p>	Yellow	More homeless at home are housed permanently.
2.9	Fola Akinsowon	Jan-26	Complete		Blue	Visit-to-prevention conversion; cost per prevention; staff safety incidents = 0.
2.10	Fola Akinsowon	Aug-26	Part-complete	<p>15.05 -</p> <p>Prevention and EIT - working well but new Director wants to consider re-structure and re-design of 'front-door'. Will base on success of EIT.</p> <p>Director leading on this.</p>	Blue	Preventions vs baseline; TA rights avoided; cost avoidance vs target.
2.11				<p>15.05 -</p> <p>See notes on 2.10. New section</p>	Green	

3 - Rough Sleeping							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
3.1	Implement an improved pathway for non-UK nationals with NRPF.-To recruit Immigration support lead	Adrian Cranganu	01/01/2026 01/04/2026 01/07/2026	Part-complete	13.05 - Have now formally engaged with SIAU. SBC will fund resources in SIAU. Also, SIAU will fund and recruit a part-time support worker too. Final go-live meeting in May / June.		Clear NRPF protocol and referral pathway; quicker access to immigration/legal advice; more sustainable resolutions (status grants/reconnection where appropriate); reduced rough sleeping and reliance on emergency support among NRPF cohort.
3.2	Improve pathways for rough sleepers with complex needs.-Recruit Navigators to lead on the project	Adrian Cranganu	01/01/2026 01/04/2026	Part-complete	15.05 - Complex needs navigator recruited in March 2026.	Complete	Increased engagement of entrenched rough sleepers; co-ordinated multi-agency support plans; more moves into appropriate accommodation with wrap-around support; higher tenancy sustainment and fewer returns to the street.
3.3	To implement a moved-on strategy into long-term accommodation to sustain tenancies.- Recruit Tenancy Sustainment Officer(Rough Sleepers)	Adrian Cranganu	01/01/2026 01/04/2026 01/07/2026	Part-complete	13.05 - Still need to recruit and officer.		Reduced tenancy failure/evictions and returns to TA; rent arrears prevented/reduced and budgeting support in place; improved stability, independence and community integration for clients; cost avoidance across homelessness services.
3.4	Develop a multi-agency i approach to deliver upstream Intervention approach for Rough Sleepers with care needs- recruit a ASC & RSI Joint Social Worker (recruitment via ASC).	Adrian Cranganu	01/11/2025 01/04/2026	Part-complete	13.05 - This is no longer needed as now with 2x complex needs navigator.	Complete	Increased Care Act assessments and eligible care packages for rough sleepers; joined-up care, health and housing plans; safer placements (e.g supported/sheltered) with appropriate care; improved long-term stability/safeguarding and reduced crisis/A&E use.
4 - Improved Case management							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
4.1	Staff capability: Improve Landlord & Tenant Law and EI techniques to increase prevention outcomes Law: Identify invalid Section 21; Section 8 grounds; disrepair routes; pre-action protocols; support clients with defending possession proceedings at court (triage, referrals, court duty links). EI skills: negotiation, motivational interviewing, affordability planning, relief options. Quarterly refreshers and new-starter induction.	Fola Akinsowon	01/03/2026 01/09/2026	Part-complete	13.05 - Trauma trainign has been delivered. RRA - most of the trainign is now complete. Andy Gail - standard Letters and packs have issued tostaff. Awaiting for Simon B to recruit a TRO.		quarterly training and development audits
4.2	Landlord negotiation & tenancy sustainment practice SOP for negotiating with landlords (arrears plans, repairs, incentives, guarantor offers, DHP/Prevention Fund use). Tenancy Sustainment Officer leads complex cases; escalation routes and template agreements.	Fola Akinsowon	Nov-25	Part-complete		Complete	% negotiated resolutions; arrears reduced; sustainment at 6/12 months.
4.3	Community partnerships & Tenancy Sustainment. Partner with community-based support services, including floating support, substance misuse, mental health, and domestic abuse services. Define referral pathways, SLAs, and joint outcomes.	Fola Akinsowon	Dec-25	Complete		Complete	Referrals completed; joint outcomes achieved; tenancy sustainment improvements.

5 - Improved Communication							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
5.1	Communications & digital enablement Update website with EI pathways, Property Finder portal, incentives, and self-help tools. Create landlord and resident comms packs; promote via partners and social channels.	Fola Akinsowon	01/02/2026 01/06/2026	Part complete	13.05 - New web pages are completed. Waiting for Director sign-off. Holly S chasing. The outreach advisors in hubs is complete.		Web engagement; referrals via portal; landlord sign-ups.
6 - Renters Rights Act							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
6.1	Standard Operating Procedure Guide	Fola Akinsowon	Mar-26	Part complete		Complete	To have a robust, fit for purpose Homelessness and TA strategy
6.2	Customer Journey	Fola Akinsowon	Jun-26	Part complete	13.05 - Desktop customer journey mapping completed		
6.3	Training	Fola Akinsowon	Jun-26	Part complete	13.05 - Most staff trained through April and May. Additional rent payment officer trainign due in May and June		
6.4	Resource - Planning & Recruitment	Fola & Simon	Jun-26	Part complete	13.05 - JD and advert for TRO completed. Business case for recruitment presented to CLT.		
7 - Fair Funding Revue - Simplifying Grant for Prevention and DA							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
7.1	Ensure we fully understand implications for SBC and ensure grant funding is allocated correctly to front line activities	Fola Akinsowon	Mar-26	Part complete			To have a robust, fit for purpose Homelessness and TA strategy

Service Improvement Plan - Supply

Supply							
1 - Legacy Work - to clear various backlogs identified 2024/25 in order to get to a BAU position for April 2026							
	Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
1.1	Backlog of cases with no Housing benefit and / or no Licence	Roberto Bruni	01/12/2025 31/03/2026	Part complete	13.05 - The team continues to work through reconciliation between Jigsaw, NEC and Academy (for HB) particularly relating to those in significant arrears.		All live TA placements have a licence and up to date HB form / payments.
1.2	Data Integrity & Reconciliation	Roberto Bruni	01/03/2026 01/06/2026	Part complete	13.05 - Manual intervention is required on a daily basis to ensure systems are aligned. There is always a time lag and sometimes manual interventions are not as accurate as they could be. No automated checks and balances are in place. These remain manual, until Jigsaw / NEC integration implemented.		Jigsaw and NEC data sets align. Data integrity is accurate and auditable
1.3	Backlog team - recruitment and retention	Roberto Bruni	Jan-26	Complete		Complete	All 6.5 backlog resources are recruited and remain for 6 months
1.4	Backlog of housing register cases to be assessed and decisions completed in order to bring the Allocations Service back to BAU	Roberto Bruni	25/12/2025 31/03/2026 01/07/2026	Part complete	15.03 - Head of Service and Allocations manager both left in April 2026. Very little progress on rectifying the issues - over 900 live homeless households do not have a live housing application.		All homeless households in TA to have a housing application.
2 - Reduce use of high cost TA							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
2.1	Complete the delivery of the B&B Elimination Plan for families in B&B > 6 weeks	Roberto Bruni	01/03/2026 01/06/2026	Part complete	13.05 - B&B total has reduced to 91 with zero families in B&B for longer than 6 weeks.		Target is 0-4 i.e. below 5. MHCLG require an elimination plan if 5 or more families in B&B > 6 weeks.
2.2	Revise the TA Type Mix	Roberto Bruni	01/03/2026 01/01/2027	Part complete	13.05 - Decant from Galaxy has stalled. HMO stock remains around 9%. Difficulties finding suitable properties to transfer these cases into. Nightly lets remains over 80% New Cromwood properties has stalled. Currently 20+ void cromwood properties		B&B Units: Reduce the number of suppliers used for B&B to a max of 2 HMO: reduce by 50% (with 'shared' at 0) Nightly lets - reduce from c. 80% to 60% of total TA units by 31.03.2026 Short / medium term lease - from c. 5% to c. 25% of TA units by 31.03.2026
2.3	Occupancy Audit - desktop & physical visit	Roberto Bruni	01/03/2026 01/06/26	Part complete	13.05 - 200 occupancy checks undertaken. Officers following up cases of fraud, no access, damp & mould, enquiries to move on / out of borough.		All TA household have received a letter. Aim to reduce occupancy by 5% (c. 65 units)

3 - TA Unit Cost Reduction - to reduce the August average monthly rate from £2k per unit to £1.8k per unit							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
3.1	TA Transfers	Roberto Bruni	01/09/2026 01/09/2026	Part complete	13.05 - Since April 2026 there have been 7 transfers resulting in £38k cashable savings.		Assurance we are meeting all legal requirements relating to health and safety of tenants in their homes and communal areas as well as ensuring cashable 'in year' savings.
3.2	Top 10 most expensive providers - renegotiate rates	Roberto Bruni	01/12/2025 31/03/2026	Part complete			Assurance via a tracker that transfers happen and value of spend avoidance is captured.
3.3	Re-house all multi-room households to single shared facility accommodation	Roberto Bruni	01/12/2025 31/03/2026 01/09/2026	Part complete			0 families are housed across multiple rooms (HMO or B&B).
3.4	Increase use of short and medium term lease	Roberto Bruni	01/03/2026 01/06/2026	Part complete			Number of lease agreement increased to ensure 50% of units are leased and not spot rate.

4 - Compliant and fit for purpose TA							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
4.1	Collect and store all compliance documents for all Units used	Roberto Bruni	01/03/2026 01/06/2026	Part complete	13.05 - Recent occupancy audit has highlighted damp & mould and H&S issues.		100% of all units used are compliant
4.2	Accommodation needs assessment	Roberto Bruni	Mar-26	Complete		Complete	That households are placed in accommodation that meets there needs and that changes in Circumstance are record to affect transfers as required.
4.3	Fit and proper person test	Roberto Bruni	Oct-25	Complete		Complete	

5 - Housing Supply							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
5.1	TA Supply Chain	Roberto Bruni	01/03/2026 01/06/2026	Part complete	15.03 - There are a number of project progressing e.g. Righ Lodge but the supply chain is not big enough to make a real impact at the moment.		A clear and stable set of providers that will be able to support current and future TA needs
5.2	Co-ordinate all internal initiatives	Roberto Bruni	Oct-25	Complete		Complete	A pipeline of homes via refurbishments, purchase of open market homes, section 106 and HRA / RP empty homes to be collated and updated.
5.3	Long Term Leasing	Roberto Bruni	01/12/2025 01/09/2026	Part complete	13.05 - The project has paused. Reviewing the LHA subsidy that can be claimed in this model against the proposed rents suggested.		At least 5% of TA (c. 65 units) are acquired through long term leasing.
6 - Prevention and detection of fraud							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
6.1	Review and resolve legacy fraud	Roberto Bruni	01/03/2026 01/09/2026	Part complete	13.05 - Final Mazars report has been reviewed and actions being addressed. Recent occupancy checks have highlighted 4x fraud cases. Being investigated.		Legacy fraud issues have been dealt with
6.2	Anti-fraud training	Roberto Bruni	01/12/2025 01/04/2026	Part complete	13.05 - New Head of service and new allocations manager to review and re-visit the training required.		All staff members have completed mandatory training

Service Improvement Plan – Move-On

Move on							
1 - Move on to HRA							
	Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
1.1	Allocations policy and process	Karen Shaw	Oct-26	Part complete	13.05 - New policy has been drafted and issue to be presented to Cabinet June 2026.		A compliant and up to date allocations policy and process to allow at least 60% of HRA voids / Nominations to be allocated t TA households..
1.2	Housing Register	Roberto Bruni	Dec-26	Part complete	13.05 - 541 TA households currently on register out of 1,400 households. Backlog project is delayed while new manager and 3x new officers recruited.		The all households in TA have a live and up to date housing application.
1.3	Part 6 offers to be at least 60% of available voids	Roberto Bruni	Oct-26	Part complete	18.05 - The % of part 6 is around 54% of voids and there is a clarity on what is required to hit 60%. The Council generally has low void property availability but a small backlog of voids is being worked on by the team.		
1.4	Recruit to full establishment (6 officers)	Roberto Bruni	Oct-26	Part complete	13.05 - New Allocations manager recruited. Recruitment of 3x additional staff started.		To recruit and retain 6 FTE officers
2 - Move on to Registered Provider							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
2.1	Create RP form	Roberto Bruni	Oct-26	Part complete	13.05 - Initial meetings held and form agreed in principle. Has faced delay as the SBC Head of Service left and the HoS has been with the council 3 weeks.		That SBC meet at least 6 monthly with RPs operating in / near to SBC to ensure SBC requirements are communicated and opportunities maximised.
2.2	Re-establish nominations agreements with all RPs	Roberto Bruni	Jul-26	Part complete	13.05 - Project re-starting with the appointment of a new Head of Service and new Allocations manager.		To understand and be able to communicate to the team what nominations are available.
3 - Move on to PRS							
	Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
3.1	Onboard 4x TA move on providers	Lucy OndierThomas	Aug-26	Part complete	13.05 - Delays due to slow onboarding continued until late April 2026. Properties have been found and offers made bt residents are refusing to accept. Seeking clarity on if we can discharge duty once the offer is refused.		
3.2	Establish move-on team	Lucy OndierThomas	Aug-26	Part complete	13.05 - 1x officer recruited. Seeking to recruit more.		

4 - Increase Housing Supply							
	Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
4.1	Co-ordinate all acquisition initiatives	Andy Cook	Oct-25	Complete	18.05 - Acquisitions of stock that will be held in HRA for the purposes of permanent move on / discharge of duty now sit with the newly formed regeneration team. Officers are working on how the new team will be 'commissioned' by the Regen team. Existing acquisition using the previously agreed £5m HRA funding continue.		A pipeline of homes via refurbishments, purchase of open market homes, section 106 and HRA / RP empty homes to be collated and updated.
4.2	Mfinancial modelling principles	Andy Cook	Oct-26	Part complete	21.05 - Joint working with strategic finance, benefits, regen to agree the rent, charge, HB and subsidy loss associated with properties in HRA, GF, 10yr +1, 10yr -1 and RP lease. Progress has been made but external advice required on a) where different property is accounted for and b) what subsidy can be applied to different holdings.		
4.3	Long Term Leasing	Andy Cook	01/12/2026 01/09/2026	Part complete	18.03 - Recent review of the financial model has flagged that once management and maintenance of the unit has been factored and that subsidy can only be claimed at 90% 2011 LHA, this model is not as advantageous as first thought. Further review of model being undertaken. Now exploring 10yr + 1 day leasing.		At least 5% of TA (c. 65 units) are acquired through long term leasing.
4.4	Move on - singles with support needs	Alexis thomas	Jul-26	Part Complete			

Service Improvement Plan – Future Service

Future Service							
1 - Re-structure, Recruitment and Retention of Staff							
	Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
1.1	Confirm current establishment incl. interims	Karen Shaw	Jun-26	Part-complete	18.05 - New Interim Director continues to work with HR and Finance to obtain an accurate establishment list including interims and roles that are filled with secondees.		
1.2	Review and agree new structure	Karen Shaw	Oct-26	Part-complete	13.05 - Initial high level discussion taking place with Head of Service regarding the 'front door' design.		
1.3	Consultation	Karen Shaw	Dec-26	Not started			
1.4	Mobilisation	Karen Shaw	Apr-27	Not started			
2 - Policies, Strategies and Procedures							
	Action	Lead Officer	Deadline	Status Update	May 2026 Update	RAG	Outcome
2.1	Accommodation Acquisition (Procurement) Policy and	Head of TA & Allocations	Jun-26	Status – Identified as new requirement or in need of renewal. NE - there is an HRA acquisition policy in place that can be used now	01.05 - re-open as not for NE to produce		
2.2	Homelessness & Rough Sleeping Strategy	Head of Housing Demand & Rough Sleeping	01/06/2026 September 2026	Part complete	13.05 - Still scheduled for Cabinet in July 2026		
2.3	Housing Allocations Scheme	Head of TA & Allocations	01/06/2026 August 2026	Part complete	13.05 - scheduled for June 2026 Cabinet		
2.13	Placement and Resettlement Policy for PRS and TA incl. discharge of duty	Head of TA & Allocations	Q1 2026/27	Part complete	13.05 - no update. Awaiting review by the new head of service and new interim Director.		
2.14	Housing Strategy	Neil Eussden / Inner Circle	Mar-26	Part complete	13.05 - scheduled for May 2026 cabinet.		
2.15	Early intervention and Prevention (SOP)	Fola	Jun-26	Part complete	18.05 - Current version is complete. Will be reviewed by new Interim Director.	Complete	
2.16	Private sector incentive policy	Fola	Jun-26	Part complete	18.05 - A solution has been implemented by the early intervention team but a policy os yet to be agreed.		

3 - Fit for purpose ICT and Data							
		Lead Officer	Deadline	Status Update	May 2026 Update	RAG	
3.1	NEC / Jigsaw Integration	Andy Cook	Jan-27	Part-complete	18.05 - New resource from the transformation team appointed to co-ordinate the project. Project mandate agreed incl. overview and scrutiny. High level API specifications issued. Negotiation with MRI re. cost of the technical API solution .		
3.2	Choice Based Lettings	Steve Gammon	Apr-27	Part-complete	18.05 - Following market testing the business agreed to go with the NEC solution. The project is dependent on a) re-negotiation of the wider NEC contract and b) the implementation of NEC engage - the customer portal.		
3.3	Jigsaw - compliant support	Karen Shaw	Jun-26	Part-complete	18.05 - costs for formal licences, support and upgrades have been received. Awaiting approval.		
3.4	Power BI dashboard	Andy Cook	Jun-26		13.05 - Phase 2 requirements drafted. Review and UAT started in March but stopped in April as DDaT resource released. Awaiting appointment of new resource before continuing.		
3.5	Private Sector Leasing	Roberto Bruni	Apr-27	Not started	13.05 - The SL module in NEC is on-hold awaiting a) negotiations with NEC to complete and b) review by the NEC recovery partner to review and prioritise.		
3.6	Implement LIFT	Fola	Sep-26	Part-complete	18.05 - Implementation in place. Working with benefits team to build the database that will enable targeted intervention with low income households and those at risk of homelessness.		
4 - Joint Working & Multi-Agency Work							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
4.1	Attendance and input into work undertaken by internal and external agencies.	Karen Shaw	Ongoing	Part-complete	13.05 - Re-opens as will be reviewed by the new Interim Director.		
5 - Income Recovery, Housing Benefit & Subsidy Loss							
	Action	Lead Officer	Deadline	Status Update		RAG	Outcome
5.1	Current TA Arrears	Andy Jeffs	Mar-26	Part complete	21.05 - This is monitored weekly with colleagues from income recovery. Has reduced from £12m in March 2025 to under £6m in May 2026. Now tracking details of what action is being applied to each case in arrears focussing on notice to quit and eviction actions.		The income recovery team is able to provide the TA team with accurate forecast of arrears recovery and that arrears a reduced to <£0.5m
5.2	Former TA Arrears	Andy Jeffs	Mar-26	Part complete	21.05 - This is monitored weekly and has grown to nearly £8m. Seeking to write-off some very old debt - older than 6 years. Will reduce number of cases but value will not decrease significantly as value of arrears is relatively low. Have appointed a partner to chase aged debt. Little success to date.		The income recovery team is able to provide the TA team with accurate forecast of FTA recovery and that arrears a reduced to <£0.5m
5.3	Bad debt provision	Mark HakSanders	Mar-26	Part complete	18.05 - No update		Clarity on bad debt provision based on live data. Bad debt provision within SBC corporate budget
5.4	Subsidy loss	Andy Jeffs	Sep-26	Part complete	21.05 - Joint meeting with strategic finance, benefits and regen. Good progress made but now seeking external expert advice		Clarity on how subsidy loss is calculated and a tracker to show how this decreases / increases. The implementation of an NEC solution that records subsidy loss against provider charge on a property by property basis.