

Housing 21

Property Compliance and Building Safety Strategy

November 2025



Introduction

The Property Compliance and Building Safety Strategy outlines our strategic priorities, current approach and the future commitments we have set to drive to continuous improvement. Our core objective is to ensure we meet full statutory compliance across our property portfolio and provide safe homes.

Upholding this objective is a shared responsibility and requires input from across the organisation. The Property Compliance team work closely with a network of competent service contractors to plan, programme and deliver necessary safety checks and cyclical maintenance. Asset Management undertake Fire Risk Assessments (FRA) and Housing Health and Safety Rating System assessments (HHSRS). Technical Services provide in house mechanical and electrical expertise and support. The Health and Safety Team inform the organisation's operational health and safety policies and procedures. Operational teams are accountable for non-contracted repairs as per the devolved model, in addition to being the on-site presence at our schemes. Housing 21's Executive Team and Board retain overall governance, ensuring policies are fully implemented and full compliance with regulatory standards, legislation and best practice is maintained.

This strategy should be read alongside the Health and Safety Strategy and Asset Management Investment Strategy, which are accessible through Housing 21's [Strategy Hub](#).

Housing 21 Strategic Framework

The strategy is aligned to Housing 21's Strategic Framework. The framework sets out the drivers, enablers and ambitions that underpin our objective of achieving high resident satisfaction.

A key driver is the provision of quality properties, which includes ensuring our buildings are safe and fully compliant.



■ Core focus ■ Strategic drivers ■ Essential enablers ■ Ambitions

Strategic priorities

Our core objective is to ensure we meet full statutory compliance across our property portfolio and provide safe homes. These seven priorities have been established to support us in achieving this central goal.

- 1 Maintaining safe homes
- 2 Fire safety
- 3 Managing hazards
- 4 Resident engagement
- 5 Data and reporting
- 6 Enabling growth and change
- 7 Investing in our people and culture

Governance

To fully embed our strategic commitments requires transparency and robust governance. A key objective is ensuring we meet legal requirements and strive to achieve a position of 'doing no harm'. Our governance structure is outlined below.

Housing 21's Executive Team and Board provide overall governance, ensuring full policy implementation and compliance with regulations, legislation, and best practice



The strategy is supported by core safety policies which are fully aligned to current legal and regulatory frameworks

The strategy is endorsed by the Board and championed by Senior Management

Quality assurance is implemented in line with Housing 21's Board Assurance Framework

Operational delivery of safety policies and strategic commitments is delegated to relevant senior managers



The Board maintains oversight of property compliance and building safety, informed by monthly KPI reports and comprehensive reports every six months



Policies, performance and key decisions are reviewed and agreed through the Health and Safety Forum

Regulatory context

We are committed to working within all relevant legislation and regulatory requirements to ensure our homes are safe, well maintained and of a high quality. With stringent regulations governing fire safety, electrical standards, gas servicing and building maintenance, compliance is essential to protecting residents and avoiding legal consequences.

Policies

Housing 21's core safety policies are fully aligned with current legal and regulatory frameworks. Every policy undergoes external expert scrutiny and is regularly reviewed to reflect updates in legislation and best practice guidance, ensuring our housing stock remains safe, compliant, and fit for purpose. This commitment underpins our duty of care to residents and supports our accountability to the Regulator of Social Housing.

Safety and Quality Standard

In April 2024, the Home Standard was replaced by the new Safety and Quality Standard. This standard is set by the Regulator of Social Housing and requires registered providers to take all reasonable steps to ensure the health and safety of tenants in their homes and associated areas of the buildings.

The Regulator of Social Housing emphasises the importance of using reliable data to understand the safety and quality of

homes and effectively assess risks. Transparent reporting across all levels of the organisation to facilitate appropriate challenge on performance is also key to driving continuous improvement.

Fire safety legislation

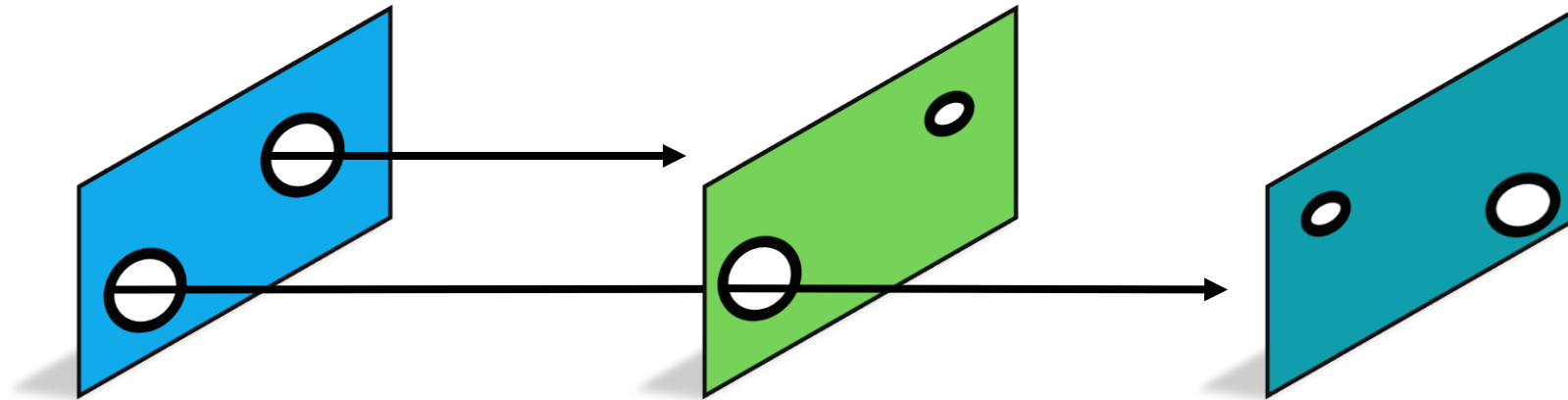
Introduced in response to the Grenfell tragedy, the Building Safety Act 2022 and Fire Safety (England) Regulations 2022 set a new standard for building safety. Housing 21 has undertaken several measures to ensure compliance and protect residents. This includes identifying and registering eligible buildings with the Building Safety Regulator, appointing Accountable Persons, developing comprehensive Building Safety Cases and introducing enhanced fire door checks. We have also strengthened our resident engagement to promote transparency and build trust in our approach to building safety.

Awaab's Law

Awaab's Law marks a pivotal regulatory change for registered providers in England. Under the Hazards in Social Housing (England) Regulations 2025, social landlords will be legally required to investigate and remedy emergency and significant hazards within prescribed timeframes. The new regulation comes into effect in October 2025 and initially apply to damp and mould hazards and all emergency repairs. In 2026 this will extend to include a wider range of HHSRS hazards and from 2027 include all HHSRS hazards, excluding overcrowding.

Layers of defence

Our model of defence against risk is illustrated below. It recognises that a single barrier could be subject to error. However, by implementing multiple layers of defence we can reduce the chance of a risk materialising.



First layer Day to day management

- ✓ Dedicated Contracts Manager, with specialist expertise
- ✓ On site Scheme Manager to support with servicing, repairs and remedial actions
- ✓ Surveying team, trained to carrying out FRAs and HHSRS surveys
- ✓ Training and continuous learning programme to maintain knowledge and skills
- ✓ Competent contractors
- ✓ Policies and processes in place, with clearly defined responsibilities

Second layer Oversight and reporting

- ✓ Quality data and routine reporting
- ✓ Robust procurement processes
- ✓ Dedicated Senior Manager's oversight
- ✓ In house M&E, fire and building safety expertise
- ✓ Annual resident safety meetings
- ✓ Board with zero-risk appetite for Health and Safety failures

Third layer Independent assurance

- ✓ Internal and external audits to verify the effectiveness and quality of our services
- ✓ Contractors accredited by third parties and third-party quality audits
- ✓ Sharing best practice
- ✓ Primary authority arrangement

Group compliance

Housing 21 has two separate private finance initiatives (PFI) with Oldham Council and Kent County Council. There are some variations in their approaches to property compliance, mainly due to differences in ownership and funding streams. However, our core objective of ensuring we meet full statutory compliance and provide safe homes remains the same.

While compliance of these PFI contracts is managed outside of Housing 21's Property Compliance team, group assurance is obtained through:

- ✓ Providing surveyor and technical support, including fire risk assessments undertaken at PFI schemes
- ✓ Regular management meetings
- ✓ Sharing best practice
- ✓ PFI compliance performance is reported alongside Housing 21 performance to Health and Safety Forum / Board

Kent PFI

Kent PFI consists of 16 schemes. All big 6 servicing, maintenance and remedial works are exclusively managed via one contractor (DMA), as per the terms of the PFI contract. Housing 21 provide Surveying resource for fire risk assessments and HHSRS surveys. Resident

engagement meetings, which cover building safety topics, are held jointly with the Surveyor and Housing Management team.

Oldham PFI

Oldham PFI consists of 22 schemes and 820 bungalows. Big 6 servicing and maintenance is provided by a network of competent service contractors, with remedials overseen by an in-house Repairs Team. Housing 21 provide Surveying resource for fire risk assessments and HHSRS assessments.

Operational teams use a variety of communication channels to engage with Oldham PFI residents on matters relating to property compliance, fire safety and overall building safety. This includes distributing safety resources, a quarterly 'wellbeing' newsletter and a monthly bulletin produced by the Local Manager. Residents in standalone bungalows can report repairs or potential safety concerns directly to their Manager, the Repairs Team or Customer Services Team.

1. Maintaining safe homes

The Property Compliance Team leads the planning and delivery of all statutory compliance contracts, including the Big 6, to ensure our buildings remain safe and fully compliant with legislative requirements.

This is managed through a portfolio of contractors responsible for the servicing and maintenance of property assets. Each Contracts Manager oversees specific compliance areas, monitors performance against KPIs and SLAs, and drives continuous improvement.

Local operational teams support on-site delivery and address non-contracted remedials through the devolved model. Arrangements are in place to ensure any serious issues identified through servicing and maintenance, such as C1 electrical defects or gas leaks, are remediated immediately to mitigate risk. We are also implementing True Compliance, a new system that will improve central oversight and assurance around remediation tasks delegated to local managers.

Gas safety

For safety and efficiency, it is critical that we maintain 100% compliance of boilers and gas appliances. Carbon monoxide alarms are also checked alongside gas servicing. If they are found to be missing or faulty, they are replaced.

What we do:

- ✓ Operate an 11-month cycle
Commercial boilers, domestic boilers and other gas components receive an annual gas safety service/check
- ✓ Carry out regular asset reconciliations
- ✓ Local managers provide residents with a copy of their LGSR (domestic boilers), or display certificates on communal notice boards (commercial)
- ✓ Carry out third-party quality audits on our contractors

Water hygiene

Our water hygiene management programme ensures controls are in place to protect residents, employees and visitors from the risk of Legionnaires' disease.

What we do:

- ✓ Undertake risk assessments every 2 years
- ✓ Water hygiene risk assessment informs the ongoing written scheme of control
- ✓ Carry out regular asset reconciliations
- ✓ Qualified P901 Contracts Manager and dedicated water hygiene Technical Lead within the team

Electrical safety

Housing 21's electrical inspection and testing programme ensures that our electrical wiring, fittings and appliances are safe to use, safeguarding our employees and residents. From November 2025, housing associations in England must comply with new electrical safety regulations requiring five-yearly electrical installation checks, prompt remedial action for identified risks, and clear record-keeping, with full implementation by May 2026.

What we do:

- ✓ Ensure compliance with electrical safety regulations
- ✓ Work to a 5-year programme for hardwire testing
- ✓ Undertake Fixed Appliance Testing (FAT) every 5 years and Portable Appliance Testing (PAT) every 2 years
- ✓ C1 and C2 remedial actions managed centrally
- ✓ Carry out third-party quality audits on our contractors
- ✓ Carry out regular asset reconciliations

Asbestos management

A significant proportion of our stock was built prior to 2000. Therefore, the presence of asbestos containing materials (ACMs) must be checked and its condition monitored on an annual basis.

What we do:

- ✓ Undertake management surveys and ensure they are readily available on site
- ✓ Carry out annual reinspection surveys of ACMs identified in the communal areas of the management surveys
- ✓ Priority score ACMs and review any remedials required
- ✓ Carry out refurbishment and demolition surveys prior to project works in pre-2000 buildings
- ✓ Use UKAS accredited contractors
- ✓ Qualified P405 Contracts Manager within the Property Compliance Team
- ✓ Carry out regular asset reconciliations

Lifts and lifting equipment

In line with legal requirements, a thorough examination is carried out every 6 months. We also undertake planned preventative periodic maintenance to all passenger lifts, stairlifts and lifting equipment to keep them in good working order.

What we do:

- ✓ Carry out regular servicing
- ✓ LOLER examinations are carried out every 6 months
- ✓ Maintenance and LOLER examinations are carried out by separate contractors to ensure impartiality
- ✓ Carry out regular asset reconciliations

Fire alarms and emergency lighting

Housing 21 has robust, regulation-compliant fire alarm systems across its buildings, using either Part 1 or Part 6 configurations. Part 1 systems are connected to a fire panel, while Part 6 systems are domestic, with simpler, locally operated alarms. Residents with Part 6 systems are expected to carry out regular button tests, and both system types are professionally maintained by a BAFE-accredited contractor under an all-inclusive contract, ensuring timely completion of any remedial works.

Emergency lighting testing is completed on an annual basis as part of the fire safety provision of a building to meet the requirements of The Regulatory Reform (Fire Safety) Order 2005.

What we do:

- ✓ Contractors test the correct operation of the fire alarm panel 50% of the fire detection devices on a rotational basis, so 100% are tested every 12 months
- ✓ Contractors conduct a 180-minute discharge test of all emergency lights
- ✓ Alarm system tested weekly by Scheme Manager and tested off site monthly

Additional service contracts

In addition to the 'Big 6' compliance areas, we also oversee a range of smaller maintenance contracts for other assets that require periodic servicing. This ensures these items remain safe, functional, and compliant. The property compliance programme is continuously reviewed and developed, with new compliance types introduced in response to emerging risks, regulatory updates, business continuity priorities, and evolving industry standards.

Our commitment

- Continue to uphold all statutory compliance, ensuring our buildings remain safe and fully compliant with all legislative requirements
- Work closely with the Asset Management and Development and Delivery teams to capture servicing requirements for new components
- Continuously review emerging and existing 'non-Big 6' compliance types, proactively identifying and implementing appropriate servicing requirements to ensure ongoing compliance and risk mitigation

2. Fire safety

Housing 21 has a comprehensive approach to fire safety, ensuring a proactive and responsive stance to protect both properties and residents, upholding compliance with the Building Safety Act throughout a building's lifecycle. The organisation has a Fire Strategy and Policy (see: [Policy Hub](#)) which have been endorsed by our Primary Authority, Cambridgeshire Fire and Rescue Service (CFRS).

This strategy should be read in conjunction with Housing 21's [Health and Safety Strategy](#), which details:

- Occupancy and use monitoring
- Emergency preparedness
- Training and competency for operational employees
- Person-centred fire risk assessments

Fire risk assessments

Housing 21's stock primarily comprises blocks with shared communal areas, requiring fire risk assessments (FRAs). Given the diverse needs of our residents and the varying complexities of our buildings, we apply tailored evacuation strategies across our schemes. Extra Care schemes follow a 'Stay Put' approach, supported by type 4 FRAs for assurance. Retirement Living schemes adopt a

'Stay Put with Early Evacuation' strategy, developed in collaboration with CFRS, with fire alarm systems configured for zoned detection.

Our in-house Surveying team are trained fire risk assessors and undertake an annual type 1 FRA for all applicable sites. A Type 1 FRA is a non-intrusive, visual inspection of the common parts of a building. It is designed to identify fire hazards and assess the effectiveness of existing fire precautions. For added assurance, 10% of risk assessments are internally audited and 5% are externally audited.

FRAs are carried out via an electronic survey form and risk actions are automatically work flowed to risk owners. Risks are categorised and given a prescribed deadline to be actioned. Performance is reported weekly at a management level to monitor progress. Executive Team and Board receive a monthly performance report which details:

- Number of FRAs older than 12 months
- Intolerable FRA risks
- FRA open high risks over 3 months
- Outstanding overdue remedial actions
- Number of FRAs due the following month

Building Safety Act (2022)

Building safety cases are a requirement under the Building Safety Act 2022 for high-rise residential buildings.

Housing 21 have 6 high-rise buildings which fall under the regulatory definition of over 18 meters or at least 7 storeys.

Housing 21 is the Principle Accountable Person (PAP) for 4 of the buildings and have commissioned building safety cases for all 4:

- Callender Court, Gateshead
- Ash Grange, Liverpool
- Oak Grange, Liverpool
- Alexandra Court, Southsea

There are 2 high-rise buildings where Housing 21 is the Accountable Person:

- Minterne Apartments, London
(White City Living is the PAP)
- Thomas Place, Maidstone
(Kent County Council is the PAP)

Following the completion of the Building Safety Cases, which included structural surveys, Housing 21 made the decision to close Oak and Ash Grange. While the buildings remain safe, the reports highlighted deterioration in the concrete frame that could pose a future risk. Remediation

works were assessed as highly disruptive and economically unviable. As a result, we are working constructively with residents to support their move to suitable alternative homes. In the meantime, we continue to maintain building compliance in line with our policies.

We are progressing through the actions for Callender Court and Alexandra Court, with assurance from CFRS that the buildings are safe, and they are satisfied with the measures being taken.



Fire Safety (England) Regulations 2022

Housing 21 have specific legal duties regarding fire doors in multi-occupied residential buildings under Regulation 10 of the Fire Safety (England) Regulations 2022.

The inspections carried out depend on whether the building is above 11 metres (referred to as high and medium rise buildings) or below.

Buildings over 11 metres

- Surveyors inspect all flat entrance and communal doors annually during the FRA. Any issues are recorded in the FRA observations and action plan
- Housing Management record monthly visual checks via Aareon and quarterly itemised door inspections are centrally monitored, supported by Fire Safety Lead training

Buildings under 11 metres

- Surveyors inspect 25% of flat entrance doors annually during the FRA, rotating each year to cover all doors over four years. Any issues are recorded in the FRA observations and action plan
- Housing Management record monthly visual checks via Aareon

Regulatory reporting

The Regulator for Social Housing (RSH) frequently requests information from registered providers regarding their high/medium rise buildings. We ensure we submit accurate data via the NROSH + reporting system as required. Furthermore, we have implemented a Mandatory Occurrence Reporting (MOR) process for our in scope buildings.

Recognising the Building Safety Regulator as the statutory Building Control Authority for our higher-risk buildings, we ensure all proposed works and refurbishments pass through the Gateways approval regime before any work commences on site.

Our commitment

- Continue to ensure all appropriate fire safety risk assessments and inspections are carried out
- Continue to manage our 'high risk buildings' in line with recommendations outlined in their building safety cases
- Continue the evaluation of alternative training FRA training providers

3. Managing hazards

We undertake several measures to manage potential hazards and provide safe, healthy living environments for our residents.

HHSRS

The Housing Health and Safety Rating System (HHSRS) is a risk-based evaluation tool which assess potential hazards in residential properties, ensuring they do not pose a threat to the health and safety of occupants. The HHSRS covers 29 hazard categories, including damp and mould. Our Surveying Team undertake an annual HHSRS scheme survey to identify potential hazards and score them using a risk matrix tool.

Damp and mould

We are committed to providing dry, warm and healthy homes for our residents, ensuring our buildings are protected from water ingress and free from excessive condensation.

As site-based employees, Scheme Managers are often the first line of response to damp and mould issues. While low-level instances may be dealt with as a repair, further technical support can be sought from the Surveying team where needed.

Residents are advised on how to manage condensation in their homes and prevent mould, however we avoid assuming that cases of damp, mould and condensation are caused solely by lifestyle factors. Residents are informed on how to escalate potential concerns and each reported instance should be individually reviewed.



Awaab's Law

Awaab's Law marks a pivotal regulatory change for registered providers in England. Under the Hazards in Social Housing (England) Regulations 2025, social landlords will be legally obligated to investigate and remedy emergency hazards within 24 hours, and significant hazards within 10 working days of becoming aware of them.

The law will come into effect in October 2025 and initially apply to damp and mould hazards and all emergency repairs. In 2026 this will extend to include a wider range of HHSRS hazards. From 2027 the requirements will include all HHSRS hazards, excluding overcrowding.

Housing 21 have implemented several measures in preparation for Awaab's Law, including:

- Establishing a working group with representatives across the organisation to develop key processes
- Training for operational employees on the main principles, legal requirements and implications of Awaab's Law
- Training for Surveyors, which will include a refresher damp and mould course from an external provider
- Introducing a new module within the housing management system to log hazards

- Engaging residents on the subject, supported by a dedicated communications campaign
- Providing comprehensive internal communications to employees
- Delivering an awareness campaign to external contractors
- Creating a new policy specifically for Awaab's Law
- Expanding the monthly property compliance report to Board to include all Category 1 and Category 2 HHSRS hazards for increased transparency

Our commitment

- Ensure compliance with Awaab's Law, addressing emergency and significant hazards within the required timescales
- Monitor and report performance against any hazards raised

4. Resident engagement

Proactively engaging with residents about building safety is essential to fostering a positive culture of safety and cooperation, ensuring that residents are informed and actively involved in maintaining a safe living environment.

Scheme Managers conduct individual 'People and Property Visits' every 6 months in Extra Care and annually in Retirement Living. They aim to identify and address any issues relating to the property, living conditions and the residents' specific needs and vulnerabilities. Annual, in-person meetings led by Surveyors and Operations also provide a platform for residents to share service feedback and discuss key safety topics.

Supplementary literature and engagement materials are readily available, and we are continually looking at ways to effectively engage with our residents. Our approach is informed by a dedicated Resident Safety Forum and aligned to Housing 21's wider communications strategy.

Our commitment

- Design and deliver a resident communications plan centred around property compliance and building safety content

Tenant Satisfaction Measures

Under the Social Housing Regulation Act (2024), Housing 21 must record its performance against the Tenant Satisfaction Measures (TSMs). This is to ensure residents are living in acceptable standards of housing and can hold their landlords to account.

We will continue to publish our performance annually against the following building safety measures as part of the TSMs. Our objective is to achieve 100% compliance.



Gas safety checks



Fire risk assessments



LOLER examinations (passenger lifts)



Water hygiene risk assessments



Asbestos surveys

5. Data and reporting

Meeting full statutory compliance across our property portfolio and providing safe homes remains our core objective. Robust data collection, management, and maintenance are fundamental to achieving this goal. Equally important is the ability to transform this data into clear, insightful reports that effectively communicate our compliance status to both internal and external stakeholders. Reports must be transparent, accessible, and easy to interpret, supporting informed decision-making and reinforcing our commitment to safety and accountability.

Data

The Asset Management data framework identifies key data including the source, reporting requirements, accuracy and owner. The information we hold is regularly validated against our asset list and reported to senior management to review and confirm performance.

We have implemented several measures to manage our property compliance data, including:

- ✓ 6 monthly reconciliations to ensure all 'big 6' components are being inspected
 - ✓ Monthly data quality checks
 - ✓ Regular data spot checks
 - ✓ Using SIP project, acquisitions and new build development data to identify potential changes to the property compliance, FRA and HHSRS programme
 - ✓ Spreadsheet based HHSRS form, with data ingested through Power Query to provide central reporting
- In collaboration with our Business Systems and IT teams, we are prioritising the implementation of True Compliance, which is a property compliance system designed to streamline schedule and certificate processing, automate workflows, and enhance central oversight around remediation tasks delegated to local managers.

Our commitment

- Implement True Compliance system to enhance property compliance management
- Create a new digital form to capture HHSRS assessments undertaken by Asset Management

Reporting

Property compliance performance is regularly reported across the organisation, including a bi-monthly paper to Health and Safety Forum to highlight any issues and a detailed monthly performance report to the Board.

KPI definitions and tolerances are agreed through Health and Safety Forum and approved by the Board. Mitigations can only be approved by the Director of Strategic Asset Management (for fire / HHSRS risk KPIs) or Head of Group Property Compliance.

Property Compliance

Key Performance Indicators



6. Enabling growth and change

The Property Compliance and Asset Management teams are instrumental to Housing 21's growth strategy, as they ensure all new units meet the same safety and compliance standards as the rest of our stock. Furthermore, they support with other changes to stock levels, such as buy backs and disposals.

Acquisitions

Since 2023, Housing 21 has acquired over 2,400 units from other providers. As part of the post-acquisition process, Type 4 FRAs are carried out to determine whether additional fire safety works are needed. Compliance certificates and documentation will be requested in advance from the vendor and thoroughly reviewed by the Property Compliance team to identify any further actions or remedials which may be required. New schemes will be added to the compliance programme immediately after handover and an in-house Type 1 FRA and HHSRS survey will be completed within 3 months.

New build developments

As we build new homes, it is critical that we ensure a smooth, effective handover. A collaborative approach between the Development and Delivery, Asset Management and Property Compliance teams throughout all key stages of the build is essential to achieving this.

Surveyors attend all key milestone meetings for new build developments and a third-party fire scurteering role is now in place for each development to ensure fire safety measures are considered and assessed throughout the design, build and completion stages. The Property Compliance Team will arrange a site visit prior to practical completion to help ensure all components are captured to be added to the programme. In addition, the Development and Delivery Team have introduced a defect reporting system in place for better transparency and reporting on any identified defects.



Disposals

There are instances when Housing 21 may dispose of stock, for example where there is concern over the viability of a scheme, or if the properties do not align with the wider stock profile. All formal requests for disposals are overseen by Property Steering Group. Different factors, such as the occupancy and scheme type, will influence the disposals process. Asset Management and Property Compliance work in close collaboration with Operational teams to ensure a smooth transition, providing technical expertise where required.

Buy backs

While the majority of our properties are under social rent tenancies, a small proportion are shared ownership/leasehold. When the opportunity is available, Housing 21 may decide to 'buy back' these properties from shared owners/leaseholders, primarily to convert them into socially rented units. Our property compliance obligations vary based on tenancy type, so it is critical that the Property Compliance continue to work closely with the Sales and Home Ownership team to ensure that all buy backs are captured and accounted for within the programme.



Our commitment

- Ensure all newly built and acquired buildings meet the same safety and compliance standards as the rest of our stock
- Attend all key milestone meetings for new build developments
- Provide technical and subject-matter expertise to support acquisitions and new build developments
- Sustain team resilience, adopting an adaptive approach to accommodate business growth

7. Investing in our people and culture

Our people are pivotal to the quality of the service we deliver, and we have a strong appreciation for the role they play in delivering our strategic priorities.

The Property Compliance, Technical Services and Asset Management teams have specialist and technical expertise which supports the wider organisation. We provide mandatory training and continuous, role-specific learning programmes that are regularly reviewed to ensure every colleague has the knowledge and skills needed to uphold safety standards. We will continue to invest in these teams to ensure everyone is equipped with the necessary knowledge, skills and tools for their roles.

Engaging and listening to our employees is valuable to promoting a positive team culture. We value inclusivity and use a variety of forums, including employee survey results, to ensure everyone's voice is heard and their ideas are considered.



Our commitment

- Maintain and regularly update employee training plans to ensure they remain relevant and aligned with role requirements and organisational priorities
- Develop an induction plan for new employees, including signposting to Housing 21's employee resources and benefits which support wellbeing
- Invite key stakeholders, such as contractors and representatives from other teams, to attend team meetings for knowledge sharing sessions
- Maintain an up-to-date succession plan
- Participate in interdepartmental events to promote cohesive working

Action plan

Maintaining safe homes	
Commitment	Deadline
Continue to uphold all statutory compliance, ensuring our buildings remain safe and fully compliant with all legislative requirements	Ongoing
Work closely with the Asset Management and Development and Delivery teams to capture servicing requirements for new components	Ongoing
Continuously review emerging and existing 'non-Big 6' compliance types, proactively identifying and implementing appropriate servicing requirements to ensure ongoing compliance and risk mitigation	Ongoing
Fire safety	
Commitment	Deadline
Continue to ensure all appropriate fire safety risk assessments and inspections are carried out	Ongoing
Continue to manage our 'high risk buildings' in line with recommendations outlined in their building safety cases	Ongoing
Continue the evaluation of alternative training FRA training providers	Q1 2026/27
Managing hazards	
Commitment	Deadline
Ensure compliance with Awaab's Law, addressing emergency and significant hazards within the required timescales	As per regulatory timeframes
Monitor and report performance against any hazards raised	Ongoing
Resident engagement	
Commitment	Deadline
Design and deliver a resident communications plan centred around property compliance and building safety content	Q4 2025/26

Data and reporting	
Commitment	Deadline
Implement True Compliance system to enhance property compliance management	2026/27
Create a new digital form to capture HHSRS assessments undertaken by Asset Management	Q4 2026/27
Enabling growth and change	
Commitment	Deadline
Ensure all newly built and acquired buildings meet the same safety and compliance standards as the rest of our stock	As per schedule
Attend all key milestone meetings for new build developments	As per schedule
Provide technical and subject-matter expertise to support acquisitions and new build developments	Ongoing
Sustain team resilience, adopting an adaptive approach to accommodate business growth	Ongoing
Investing in our people and culture	
Commitment	Deadline
Maintain and regularly update employee training plans to ensure they remain relevant and aligned with role requirements and organisational priorities	Ongoing
Develop an induction plan for new employees, including signposting to Housing 21's employee resources and benefits which support wellbeing	Q4 2025/26
Invite key stakeholders, such as contractors and representatives from other teams, to attend team meetings for knowledge sharing sessions	Ongoing
Maintain an up-to-date succession plan	Ongoing
Participate in interdepartmental events to promote cohesive working	Ongoing