

# additional papers 1



## Overview and Scrutiny Committee

Mon 8 Jun  
2026  
6.30 pm



Oakenshaw Community Centre,  
Castleditch Lane, Redditch, B98 7YB

**If you have any queries on this Agenda please contact  
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# Overview and Scrutiny

Monday, 8th June, 2026

6.30 pm

Oakenshaw Community Centre

## Agenda

### Membership:

Cllrs:	Nicola Lloyd (Chair)	Joanna Kane
	Roger Bennett (Vice-Chair)	David Meredith
	Joe Baker	Rita Rogers
	Sharon Harvey	Jane Spilsbury
		1 vacant seat

### **7. Q4 2025-26 Housing Improvement Plan Update - Pre-Decision Scrutiny** (Pages 5 - 28)

Please note: This report may have further documents which will follow in another supplement.

### **8. Q4 2025-26 Housing Performance incorporating Tenant Satisfaction Measures Results - Pre-Decision Scrutiny** (Pages 29 - 44)

### **10. Executive Committee Work Programme - Selecting Items for Scrutiny** (Pages 45 - 54)

### **15. Construction of Redditch Innovation Centre - Pre-Decision Scrutiny** (Pages 55 - 66)

The appendix to this report contains exempt information and therefore may need to be considered in exempt (closed) session.

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Housing Improvement Plan – Q4 2025/6 Update

<b><u>Consumer Standard</u></b>	<b><u>Ref</u></b>	<b><u>Consumer Standard outcome</u></b>	<b><u>Action</u></b>	<b><u>Lead Officer</u></b>	<b><u>Target Date</u></b>	<b><u>RAG Rating</u></b>	<b><u>Comments</u></b>	
<i>Neighbourhood and Community</i>	NC1	ASB and Hate Incidents 1.3	Provide ASB performance data via the Quarterly Performance Reports to Executive Committee and to tenants via the website and annual report,	Judith Willis	Jul-25	GREEN	Included in report to Executive 2nd September and thereafter quarterly. Included in Annual Report. A Housing ASB 'Report It' page is on our website and includes a link to the ASB and Hate Crime Tenant Satisfaction Measures quarterly performance measures.	Complete
<i>Neighbourhood and Community</i>	NC2	ASB and Hate Incidents 1.3	Review data recording of Hate Incidents	Judith Willis	Sep-25	GREEN	Work is in progress to improve Hate Crime report. Corporately it is reported through a North Worcestershire Community Safety Partnership reporting tool. Guidance has been issued to officers to pull off these cases appropriately on the Housing system. Officers are also booked on Victim Support - I am ME! - Hate Crime Conference 17th October 2025. These members of staff will be hate crime champions and will support the team with a greater understanding of hate crime.	Complete
<i>Neighbourhood and Community</i>	NC3	ASB and Hate Incidents 1,3	Establish a procedure to keep tenants informed of the progress of their ASB cases	Judith Willis	Sep-25 (Revised Jan-26)	GREEN	<p><b><u>Q3 update</u></b></p> <p><i>Officers are required to update tenants in a regular and timely manner. We continue to look at ways to ensure the frequency and method of communications tenants require are agreed at the first meeting following ASB being reported. Work is in progress to provide ongoing training to NTO's regarding effective communication, positive case closure and implementing a final visit at the case closure to ensure the survey is complete.</i></p> <p><i>On reviewing the current process using Cases and Tasks in CX, we note there</i></p>	Complete

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							<p>are limitations, hence we will be purchasing the ASB Module specifically designed to manage ASB in CX. This specialist software can further enhance the service we provide our tenants when they report ASB. Additionally, we will also then be better able to capture more detail on whether we are keeping tenants better informed, in the manner of their choosing, and embed the case closure survey with an aim to get one completed every time a case is closed.</p> <p><b>Q4 Update</b> The procedure to keep tenants informed is in place and therefore the action is complete however the team are now purchasing the CX ASB Module to further enhance the service with anticipated go live in December 2026.</p>	
Safety & Quality	SQ1	Repairs, Maintenance and Planned Improvements 1.4	Communicate to customers the priority codes and Repairs Policy together with performance against these	Simon Parry	Jul-25	GREEN	Priority Codes included in the Annual Report posted out July 30th and a separate page on the website has been developed and is live	Complete
Safety & Quality	SQ2	Repairs, Maintenance and Planned Improvements 1.4	Mobilise the Caretaker Service to undertake regular cleaning, testing and inspection of Communal Areas	Simon Parry	Aug-25	GREEN	Works commenced in early July to deep clean communal areas. The team is making a positive impact, which is being noticed by our customers. A programme has been developed and working efficiently although we are recruiting into the 2 remaining posts.	Complete
Safety & Quality	SQ3	Health and Safety 1.3	Finalise a plan for the completion for all outstanding remedial actions for Fire, EICR, and Legionella in appropriate timescales	Simon Parry	Sep-25 (Revised Nov-25)	GREEN	<p>Fire - Plan identifies financial implications dependant on timescale for completion.</p> <p>Legionella – Final actions are with a specialist external contractor to complete.</p> <p>EICR – Where Remedial Actions are identified these are being passed to the contractor for completion. We are also reviewing the need for specialist</p>	Complete

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							software to report on certification received to provide a dashboard for actions.	
Safety & Quality	SQ4	Health and Safety 1.3	Mobilise a fire door inspection programme	Simon Parry	Sep-25	GREEN	<p><b>Q3 Update</b> Surveys have commenced with 35 Blocks inspected, target for completion of all surveys in November 2025.</p> <p><b>Q4 Update</b> Surveys of Fire doors are complete and remedial actions identified and programme of works ongoing to carry out repairs to doors including the installation of door closers.</p>	
Safety & Quality	SQ5	Repairs, Maintenance and Planned Improvements 1.4	Implement Total Mobile for Repairs and Maintenance	Simon Parry	Sep-25 (Revised Jan-26) REVISE D MAY 2026	GREEN	<p><b>Q3 Update</b> R&amp;M Module complete, final testing being completed on Contractor and Gas Modules.</p> <p><b>Q4 Update</b> Integration issues were initially identified between the TM system and the CX Housing management and repairs system. The issues were formally escalated to senior leadership at TotalMobile, resulting in direct intervention by the Delivery Director and wider operations leadership. Additional specialist resource was deployed, improving joint working arrangements and enabling more open, productive discussions with increased confidence that the outstanding issues can be resolved collaboratively.</p>	
Safety & Quality	SQ6	Stock Quality 1.1	Develop a 5-year rolling programme to ensure Stock Condition Surveys (SCS) are undertaken to all Housing Stock	Simon Parry	Sep-25	GREEN	SCS have commenced in August with 121 carried out to date from the 1,378 requested. Surveys are programmed with a target of 100 surveys/month; however, no access is proving to be an issue despite pre-arranged appointments. Target for completion March 2026.	Complete

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Safety & Quality	SQ7	Repairs, Maintenance and Planned Improvements 1.4	Review all outstanding/overdue repairs and put in place necessary capacity to complete in a timely manner	Simon Parry	Oct-25	GREEN	Root cause analysis undertaken and identified a range of reasons for the backlog including user and system error, process issues regarding contractor notification and duplication of jobs. From 3,000 overdue jobs (April 2025), as at 2/10/25, there were 1,052 overdue jobs.c85% are priority 3 non-urgent jobs.	Complete
Safety & Quality	SQ8	Repairs, Maintenance and Planned Improvements 1.4	Use Repairs Performance Data to identify trends and root causes for improvements to be made and regularly monitor and manage performance	Simon Parry	Nov-25	GREEN	With the Power Bi reports we are now able to better understand our data and identify trends or issues, work is ongoing with the Business Improvement Team. Our performance for September is much improved, P1 - non-overdue. P2 - 192 Overdue. P3 - 1026 Overdue. Fencing and roofing contributes to most of the overdue work. A new fencing contractor is on board and delivering with a tender for additional roofing capacity in progress. Work is also in progress in line with SQ10 to review priority codes in line with our peers.	Complete
Safety & Quality	SQ9	Health and Safety 1.3	Undertake an independent review of the mitigation in place and the delivery programme for fire safety	Simon Parry	Dec-25 (Revised Mar-26) <b>Revised July 2026</b>	AMBER	<b>Q3 Update</b> Identification of the scope and therefore providers for this is in progress. <b>Q4 Update</b> Meeting held and scope document issued to external provider. The review will provide independent assurance that current fire safety arrangements effectively manage risk while outstanding remedial works are completed. It will examine the management of FRA actions, the adequacy of interim mitigations, compliance regimes, estate management controls and governance arrangements, and will make prioritised recommendations to strengthen assurance, tenant safety and regulatory compliance. Delays have been experienced in receiving the formal proposal which has	

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							led to a further revised date for completion.	
Safety & Quality	SQ10	Repairs, Maintenance and Planned Improvements 1.4	Review the Repairs Policy in conjunction with Tenants	Simon Parry	Dec-25	GREEN	A new, revised and updated Repairs and Maintenance policy has been written considering all new regulations currently in force. The Policy is to be considered by Executive in February 2026.	Complete
Safety & Quality	SQ11	Repairs, Maintenance and Planned Improvements 1.4	Develop a working group with tenants to seek further feedback on improvements required to deliver a more effective Repairs service	Simon Parry	Dec-25 ON HOLD	GREEN	<p><b>Q3 Update</b> Following expressions of interest as part of the Annual Report which every household will receive, we will develop this further.</p> <p><b>Q4 Update</b> Working Group on hold whilst the engagement team is recruited into. In the interim however the results and associated comments from 24/5 &amp; 25/6 TSM surveys have been analysed to identify improvements from tenant feedback. This years results have shown further improvements in scores for repairs together with better oversight and delivery of improvement in completing jobs. The revised R&amp;M Policy approved in February 2026 will further enhance performance levels as the creation of the new Priority 4 code will allow known areas of work, such as new windows and doors, to be completed in the timescales for P4.</p>	
Safety & Quality	SQ12	Decency 1.2	Ensure the Housing Capital Programme reflects the volume and scope of works to meet the Decent Homes standard across all Housing stock	Simon Parry	Jan-26	GREEN	The proposed Capital Programme has been compiled based on stock condition data and properties where components are due to become non decent.	Complete

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Safety & Quality	SQ13	Decency 1.2	Undertake a review of the Housing Asset Management Strategy and the Housing Capital Programme developed for 2023-2027 in line with stock condition information	Simon Parry	Jan-26 Revised July 2026	GREEN	<p><b><u>Q3 Update</u></b> A revised Capital Programme is included within the Budget Setting for the Medium-Term Financial Plan for 2-26/7 and beyond. Work is in progress to update the Asset Management Strategy in line with Regulatory changes.</p> <p><b><u>Q4 Update</u></b> Work is ongoing to update the AMS to reflect legislative and regulatory changes and also the impact of the revision to the HRA 30 year Business Plan, when complete. A report covering these documents is targeted for July 2026.</p>	
Safety & Quality	SQ14	Health and Safety 1.3	Utilise the feedback from the TSM Tenant Perception Survey to improve on the results from the 24/5 survey on 'Feeling Safe'	Simon Parry	Jun-26	GREEN	<p><b><u>Q3 Update</u></b> The TSM results highlighted R&amp;M issues around wait times and appointments, information sharing, condition of properties, communal area conditions and handling of ASB cases. The review of last years surveys has highlighted several actions which are reflected in our 'You said, we did' response to the TSM results.</p> <p><b><u>Q4 Update</u></b> TSM results for 25/6 have shown increases of approximately 10% across Repairs and satisfaction with the Council providing a home that is safe. Further analysis of the comments from 25/6 Survey results is being incorporated into the new Housing Improvement Plan.</p>	COMPLETE
Transparency, Influence and accountability	TIA1	Fairness and Respect 1.1	Ensure that tenant profile data is collected more widely across all customers so that services can be more reflective of tenants needs, including establishing an 'Every Contact Counts' philosophy.	Judith Willis/Simon Parry	Jul-25	GREEN	Script being used at point of contact. Wider review to be undertaken when no contact is received from customers. A new dashboard has been developed to allow better tracking of the proportion of information we hold for our customers.	Complete

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<i>Transparency, Influence and accountability</i>	TIA2	Information about landlord service 1.4	Develop and publish the Annual Housing Report for 24/5	Judith Willis/Simon Parry	Jul-25	GREEN	Annual Report circulated on 30th July 2025	Complete
<i>Transparency, Influence and accountability</i>	TIA3	Information about landlord services 1.4	Implement a Tenants Portal within Cx	Judith Willis/Simon Parry	April 26 <b>Revised July 2026</b>	<b>AMBER</b>	<p><b><u>Q3 Update</u></b> We are working closely with our Software provider to implement this however we have identified 3 security issues, two are to be resolved with the release of the next version of the software in January 2026 however the final issue remains outstanding.</p> <p><b><u>Q4 Update</u></b> During Q4 the configuration of the system has been undertaken with the test system to be passed to the Council in May 2026 to allow the uploading of relevant forms for customers to use after testing and go live which is envisaged to be July 2026. This will be the first phase and will include</p> <ul style="list-style-type: none"> <li>• View existing repairs</li> <li>• View rent account</li> <li>• Make a payment</li> <li>• Download a rent statement</li> <li>• Complete profiling information</li> <li>• Fill in forms such as ending a tenancy, mutual exchange request</li> <li>• View agreements.</li> </ul>	
<i>Transparency, Influence and accountability</i>	TIA4	Engagement with tenants 1.3	Review the range of opportunities available for tenants to influence and scrutinise strategies, policies and services and implement improvements identified in accordance with best practice	Judith Willis/Simon Parry	Sep-25 (Revised Mar-26) <b>Revised June 2026</b>	<b>AMBER</b>	<p><b><u>Q3 Update</u></b> Budget approval received for a Tenant Engagement &amp; Participation Officer and resources budget. Draft range of options produced, further benchmarking with peers required.</p> <p><b><u>Q4 Update</u></b> Recruitment of the Housing Tenant Experience manager (HTEM) was commenced in Q4 and a successful candidate was recruited in April 2026. Subsequently the Senior Engagement Officer post is to be recruited. In the</p>	

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							interim a draft Engagement policy has been created which is scheduled for Executive in June 2026.	
<i>Transparency, Influence and accountability</i>	TIA5	Complaints 1.6	Recruit to two new posts of Complaints and Quality Officer	Judith Willis	Nov-25 <b>Revised April 26</b>	GREEN	<p><b><u>Q3 Update</u></b> The Senior Complaints Officer has been recruited in this quarter, and an officer post is to be advertised within the next month. The other post has been refocused as a Tenant Engagement and Participation post to work alongside the Senior Post.</p> <p><b><u>Q4 Update</u></b> The recruitment of the complaints officer was completed in this quarter with the successful candidate starting their position in May 2026.</p>	Complete
<i>Transparency, Influence and accountability</i>	TIA6	Performance Information 1.5	Housing Performance Dashboard completed, and performance reports provided to Executive and tenants.	Judith Willis/Simon Parry	Jan-26	GREEN	<p>Quarterly performance reported to Executive Committee commenced in June 2025. A Power Bi is being developed with the Business Improvement Team.</p> <p>Performance reporting contained within the Tenants Annual Report – published on 30 July 2025.</p>	Complete
<i>Transparency, Influence and accountability</i>	TIA7	Performance Information 1.5	Establish a communications strategy to regularly update tenants on services and performance	Judith Willis	Jan-26	GREEN	A communications strategy has been developed. Within the Governance structure around the Housing Improvement Plan a standard agenda item is communications as an opportunity to capture and or promote progress across the plan or specific milestones/actions.	Complete
<i>Transparency, Influence and accountability</i>	TIA8	Complaints 1.6	Undertake further engagement with tenants and learn from our peers how they have sought to improve complaint handling satisfaction	Judith Willis	Jan-26	GREEN	<p><b><u>Q3 Update</u></b> Ongoing engagement with Peers to understand their opportunities and processes for increasing complaint satisfaction.</p> <p><b><u>Q4 Update</u></b> In the absence of a formal panel to liaise with tenants about complaints we have included free text comments within the Tenant Perception Survey to identify</p>	Complete

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							issues regarding complaints. These have been incorporated into the new Housing Improvement Plan which will include a satisfaction and feedback survey after each complaint as well as wider learning from the complaints received and included in the annual complaints report.	
<i>Transparency, Influence and accountability</i>	TIA9	Complaints 1.6	Improve how promptly complaints are addressed	Judith Willis	Dec-25	GREEN	Quarterly performance data shows improvements with data shared as part of the regular reporting to Executive as well as through Senior Housing management team meetings	Complete
<i>Transparency, Influence and accountability</i>	TIA10	Fairness and Respect 1,1	Ensure a programme of training is delivered to ensure tenants are treated with fairness and respect	Judith Willis/Simon Parry	Mar-26	AMBER	In progress and is included as part of CIH qualification that Officers hold or are scheduled to enrol. <b><u>Q4 Update</u></b> Appraisals for all staff are being undertaken across March and April 2026 to identify training needs, the development of the training plan will include training to ensure tenants are treated with fairness and respect.	
<i>Transparency, Influence and accountability</i>	TIA11	Fairness and Respect 1.1	Develop a programme for embedding the Council's corporate culture work programme within Housing Services	Judith Willis/Simon Parry	Mar-26	AMBER	Appraisals and 121s are undertaken using the 4P's identified from the workforce plan. Associated training plans are being developed to support this. <b><u>Q4 Update</u></b> Appraisals for all staff are being undertaken across March and April 2026 to identify training needs, the development of the training plan will include training to ensure officers	
<i>Transparency, Influence and accountability</i>	TIA12	Engagement with tenants 1.3	Continue work with TPAS to develop a robust tenant engagement offer with future reporting to Executive Committee setting out key actions and required resources.	Judith Willis/Simon Parry	Nov-26	GREEN	September 2025 identified funding for training for tenants together with establishment of a Tenant Engagement and Participation post. Training plan for new tenants involved in scrutiny being finalised and options for engagement being drafted for inclusion in a future report. <b><u>Q4 Update</u></b>	

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							Recruitment into the new Housing Tenant Experience Team has commenced alongside the development of a new engagement policy which draws on TPAS National Engagement Standards	
<i>Transparency, Influence and accountability</i>	TIA1 3	Diverse Needs 1.2	Implement the Customer Profile Action Plan, with milestones established	Judith Willis/Simon Parry	Jan-27	GREEN	Tracking of volume of customer profile information to be devised and analysis to be undertaken to influence the action plan. <b><u>Q4 Update</u></b> Work is ongoing at all contact points to collect customer profile information; a Power Bi report has been built to track progress.	

Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Neighbourhood & Community	<b>Safety of shared spaces</b>							
	Registered providers must work co-operatively with tenants, other landlords and relevant organisations to take all reasonable steps to ensure the safety of shared spaces.		Tenancy audits to update PEEPs (and evidence compliance), CX case/task tracking for PEEPs, April 2026 legislation training/guidance for frontline staff, liaison with Fire & Rescue, plus regular communal inspections, cleaning, fire and health & safety checks by the Caretaking Team.	Safe, clean and well-maintained communal areas, with hazards identified quickly and removed through routine cleaning, inspections and fire/health & safety checks, supported by firm zero-tolerance enforcement.	N&T Manager and Caretaking Supervisor	31/03/2027	In Progress	Green
				Greater resident safety and legal compliance, with PEEPs kept up to date where required, strong working with Fire & Rescue Services, and a trained frontline team ready for the April 2026 legislative changes.	N&T Manager and Caretaking Supervisor	30/04/2026	COMPLETE	Green
<b>Local cooperation</b>								

Registered providers must co-operate with relevant partners to promote social, environmental and economic wellbeing in the areas where they provide social housing.	Registered providers, having taken account of their strategic objectives, the views of tenants and their presence within the areas where they provide social housing, must: a) identify and communicate to tenants the roles registered providers play in promoting social, environmental and economic wellbeing and how those roles will be delivered; and b) co-operate with local partnership arrangements and the strategic housing function of local authorities where they are able to assist local authorities in achieving their objectives.	Regular attendance of all partner agency meetings. Leading on the coordination of regular meetings with SNT Teams, Adult Social Care, Mental Health Teams, Primary Care and Safeguarding.	Maintain strong partnership working that demonstrably informs and improves service delivery. Effective active engagement and influence at partner meetings including clear records of decisions made, actions agreed and outcomes delivered as a result.	N&T Manager, Rents/ Income Manager, Housing Tenancy Experience Manager (HTEM), Senior Tenancy Experience Officer	30/09/2026	In Progress	Green
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**Anti-social behaviour and hate incidents**

Registered providers must work in partnership with appropriate local authority departments, the police and other relevant organisations to deter and tackle anti-social behaviour (ASB) and hate incidents in the neighbourhoods where they provide social housing.	Registered providers must have a policy on how they work with relevant organisations to deter and tackle ASB in the neighbourhoods where they provide social housing.	Confirm and publish an ASB & Hate Incident policy and partnership protocol; attend CSP/tasking forums; agree joint action plans and escalation routes with Police/SNT/Community Safety; monitor outcomes and report themes/learning quarterly.	Effective multi-agency approach to prevent and tackle ASB, underpinned by a clear policy and consistent operational practice.	N&T Manager	30/06/2026	In Progress	Green
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Registered providers must clearly set out their approach for how they deter and tackle hate incidents in neighbourhoods where they provide social housing.	Implement Tenant Portal	Hate incidents responded to within 24 hours, with victim-led support, clear escalation routes and timely Police/SNT involvement where appropriate.	N&T Manager	30/06/2026	In Progress	Green
	Implement ASB Module within CX	CX ASB module implemented to improve case management, oversight, audit trail and tenant communications.	N&T Manager	31/12/2026	In Progress	Green
Registered providers must enable ASB and hate incidents to be reported easily and keep tenants informed about the progress of their case.	Tenant Portal, CX ASB Module	ASB and hate incidents are easy to report, and tenants receive timely, regular updates—supported by portal access and improved CX case workflows.	N&T Manager	31/12/2026	In Progress	Green

Registered providers must provide prompt and appropriate action in response to ASB and hate incidents, having regard to the full range of tools and legal powers available to them.	Tenant Portal, CX ASB Module. Training to be delivered in April/ May 2026	Prompt, proportionate action taken (ASB within 48 hours; hate incidents within 24 hours), using the full range of legal powers and regular staff training.	N&T Manager	31/12/2026	In Progress	Green
Registered providers must support tenants who are affected by ASB and hate incidents, including by signposting them to agencies who can give them appropriate support and assistance.	Recruitment of the new TSO Team to be complete by June 2026	Tenants affected by ASB/hate incidents receive tailored support, including sustainment, mediation and signposting to specialist partner agencies.	Tenancy Sustainment Team Leader	30/06/2026	In Progress	Green
ASB waiting times promotion to tenants	Web pages by June 26, Portal access TBC	Clear published response times and accessible reporting routes across noticeboards, webpages and (where available) the Tenant Portal.	N&T Manager	30/06/2026	In Progress	Green

	<p>Root cause analysis for low ASB satisfaction (T</p>	<p>Training for N&amp;T Officers, discussions in their one to ones re surveys completed and outcomes. Making the completion of surveys mandatory in CX</p>	<p>Drivers of ASB dissatisfaction understood through targeted engagement, informing improvements that increase tenant confidence and satisfaction.</p>	<p>Housing Tenancy Experience Manager (HTEM)</p>	<p>30/06/2026</p>	<p>In Progress</p>	<p>Green</p>
	<p>Zero transactional returns from ASB surveys af</p>	<p>Training for N&amp;T Officers, discussions in their one to ones re surveys completed and outcomes. Making the completion of surveys mandatory.</p>	<p>High completion rates of post-case ASB surveys, providing reliable insight to monitor performance and target service improvements.</p>	<p>Housing Tenancy Experience Manager (HTEM)</p>	<p>31/07/2026</p>	<p>In Progress</p>	<p>Green</p>

**Domestic abuse**

<p>Registered providers must work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice.</p>	<p>Registered providers must have a policy for how they recognise and effectively respond to cases of domestic abuse.</p>	<p>Review and re-issue the Domestic Abuse policy/procedure; deliver annual DA training for frontline staff; maintain risk assessment and MARAC/safeguarding referral pathways; provide safe-move options and signposting to specialist support.</p>	<p>Consistent, trauma-informed response to domestic abuse, with trained staff, robust risk assessment, safeguarding/MARAC processes and safe-move options.</p>	<p>N&amp;T Manager</p>	<p>30/06/2026</p>	<p>In Progress</p>	<p>Green</p>
	<p>Registered providers must co-operate with appropriate local authority departments to support the local authority in meeting its duty to develop a strategy and commission services for victims of domestic abuse and their children within safe accommodation.</p>	<p>Contribute to the local authority DA strategy and safe accommodation partnerships: maintain referral routes with commissioned services, share insight (as appropriate), and implement learning/actions from Domestic Homicide Reviews and multi-agency reviews.</p>	<p>Strong partnership working with the local authority to support delivery of domestic abuse strategies and safe accommodation for victims and children.</p>	<p>N&amp;T Manager</p>	<p>31/12/2026</p>	<p>In Progress</p>	<p>Green</p>

Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Safety & Quality	<b>Stock Quality</b>							
	Registered providers must have an accurate, up to date and evidenced understanding of the condition of their homes that reliably informs their provision of good quality, well maintained and safe homes for tenants	Registered providers must have an accurate record at an individual property level of the condition of their homes, based on a physical assessment of all homes and keep this up to date.	Develop a Stock Condition Survey (SCS) delivery plan with clear quarterly and annual targets, aligned to the 5-year rolling programme.	Up-to-date stock condition data analysed to target investment and maintain/achieve decency and safety standards.	Capital Manager	31/07/2026	In Progress	GREEN
			Deliver, monitor and manage the SCS programme against agreed targets, reporting progress through the quarterly performance cycle.	Survey programme delivered to plan, increasing coverage and enabling timely investment decisions to maintain/achieve decency.	Capital Manager	31/03/2027	In Progress	GREEN
			Review and strengthen the SCS methodology and quality-assurance checks to confirm data accuracy, consistency and auditability.	Quality-assurance report confirming survey methodology, data accuracy, consistency and audit trail.	Capital Manager	30/09/2026	In Progress	GREEN
	<b>Decency</b>							
	Registered providers must ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard unless exempted by the regulator	Registered providers must use data from across their records on stock condition to inform their provision of good quality, well maintained and safe homes for tenants including:	Complete the annual refresh of the Capital Investment Programme using the latest stock condition data as part of the budget-setting process.	Non-decent homes reduced year-on-year, with exemptions evidenced and addressed where feasible.	Capital Manager	31/12/2026	In Progress	GREEN
			Complete a full review and update of the Asset Management Strategy to reflect current legislative, regulatory and best-practice requirements.	Capital programmes demonstrably reflect current legislative, regulatory and best-practice requirements.	Housing Property Services manager	31/07/2026	In Progress	GREEN
			Update and re-issue the HRA Business Plan, testing affordability and future investment requirements against regulatory and legislative change.	Updated, affordable HRA Business Plan demonstrating capacity to meet future investment and compliance demands.	Assistant Director (HPS)	30/06/2026	In Progress	GREEN
		a) compliance with health and safety legal requirements	Go live with Total Mobile as the single compliance system and deploy dashboards to monitor statutory H&S compliance, actions and exceptions.	Single source of compliance data enabling faster action to resolve exceptions and keep homes safe.	Housing Property Services manager	30/06/2026	In Progress	GREEN
		b) compliance with the Decent Homes Standard	Produce annual planned maintenance programmes based on SCS findings to maintain Decent Homes compliance and remediate non-decency failures.	Planned works address non-decency drivers and improve overall Decent Homes compliance.	Capital Manager	31/12/2026	In Progress	GREEN

		Enhance the internal monitoring tracker to capture HHSRS Category 1 hazards, actions and progress, and include this in quarterly Executive reporting.	Category 1 hazards identified, prioritised and remediated, with clear performance reporting.	Capital Manager	30/06/2026	In Progress	GREEN
	c) delivery of repairs, maintenance and planned improvements to homes	Develop enhanced Power BI reporting to identify key repairs trends (multiple contact, no access and repeat repairs) and inform investment priorities.	Repairs performance improved against priority targets (including Awaab's Law), with fewer repeats and overdue jobs.	Repairs Manager	31/03/2027	In Progress	GREEN
	d) allocating homes that are designed or adapted to meet specific needs appropriately.	Go live with Total Mobile and dashboards to consolidate adaptations-related property data and improve operational performance reporting.	Adapted homes allocated more effectively to households with matching needs, reducing avoidable re-adaptations.	Repairs Manager	31/12/2026	In Progress	GREEN

**Health and Safety**

When acting as landlords, registered providers must take all reasonable steps to ensure the health and safety of tenants in their homes and associated communal areas.	Registered providers must identify and meet all legal requirements that relate to the health and safety of tenants in their homes and communal areas.	Produce and present quarterly compliance performance reports (Gas, Electrical, Asbestos, Fire, Lifts and Water Safety) to Executive.	High and sustained statutory compliance across all health & safety areas, keeping residents safe.	M&E manager		COMPLETE	GREEN
	Registered providers must ensure that all required actions arising from legally required health and safety assessments are carried out within appropriate timescales.	Implement a documented plan for outstanding remedial actions with planned vs actual tracking; monitor monthly and report progress quarterly to Executive.	Remedial-action plan in place with planned vs actual tracking and improved timeliness of outstanding actions.	Housing Property Services manager	31/05/2026	In Progress	GREEN
		Provide quarterly Executive reporting on health & safety compliance performance, risks and mitigation actions.	Regular Executive oversight of compliance, risks and mitigations with clear decisions and actions recorded.	Assistant Director (HPS)	30/09/2025	COMPLETE	GREEN
		Mobilise and deliver the fire door inspection programme and feed findings into the remedial/replacement plan and priorities.	Fire doors inspected and risks reprioritised; interim repairs completed and the replacement programme targeted.	Housing Property Services manager	31/08/2025	COMPLETE	GREEN
	Identify and deliver short-term risk-mitigation actions (interim controls and prioritised works) while longer-term remediation is completed.	Interim controls implemented to reduce risk while longer-term remediation is delivered.	Housing Property Services manager	31/05/2026	In Progress	GREEN	
	Registered providers must ensure that the safety of tenants is considered in the design and delivery of landlord services and take reasonable steps to mitigate any identified risks to tenants.	Mobilise a caretaker service with defined schedules to deliver communal cleaning, inspections and safety testing, with clear escalation and reporting.	Communal areas consistently clean and safe, with hazards identified and addressed promptly.	Repairs Manager	31/08/2025	COMPLETE	GREEN

**Repairs, Maintenance and planned improvements**

Registered providers must provide an effective, efficient and timely repairs, maintenance and planned improvements service for the homes and communal areas for which they are responsible.	Registered providers must enable repairs and maintenance issues to be reported easily.	Design and implement a Tenant Portal within the Housing Management/Repairs system to enable accessible self-service reporting, updates and tracking.	Tenants can report repairs easily and receive timely updates through accessible channels.	Assistant Director (HPS)	31/07/2026	In Progress	GREEN
		Implement a repairs diagnostic tool with call-handling scripts to improve triage, select the correct SOR and increase right-first-time repairs.	Improved triage and correct SOR selection, increasing right-first-time repairs and helping meet target timescales.	Repairs Manager	31/05/2026	In Progress	GREEN
	Registered providers must set timescales for the completion of repairs, maintenance and planned improvements, clearly communicate them to tenants and take appropriate steps to deliver to them.	Publish priority repair codes and target timescales via the Annual Report and website, alongside clear updates on performance against standards.	Priority codes and target timescales clearly communicated, with performance published transparently.	Assistant Director (HPS)	30/09/2025	Complete	GREEN
		Produce and publish quarterly repairs performance reports (KPIs and priority-code compliance) on the website and within the Annual Report.	Quarterly repairs performance published showing delivery against priority timescales and improvement actions.	Assistant Director (HPS)	30/09/2025	Complete	GREEN
		Use Power BI to identify overdue repairs, complete root-cause analysis and implement corrective actions; track impact over time.	Overdue repairs reduced through root-cause actions, with improved data quality and trend insight.	Assistant Director (HPS)	31/12/2025	Complete	GREEN
	Registered providers must keep tenants informed about repairs, maintenance and planned improvements to their homes with clear and timely communication.	Go live with Total Mobile automated tenant updates (appointments, on-the-day progress, no access, completion and follow-on works).	Tenants receive consistent automated updates throughout the repairs journey.	Housing Property Services manager	30/06/2026	In Progress	GREEN
	Registered providers must understand and fulfil their maintenance responsibilities in respect of communal areas.	Implement the caretaker service, including cleaning/inspection routines, safety checks and a clear process for reporting and escalating repairs.	Communal areas maintained to a clean and safe standard, with issues escalated and resolved promptly.	Repairs Manager	31/08/2025	COMPLETE	GREEN
	Registered providers must ensure that the delivery of repairs, maintenance and planned improvements to homes and communal areas is informed by the needs of tenants and provides value for money.	Publish the 2025/26 Annual Housing Report, evidencing improvements delivered in response to tenant feedback, complaints insight and TSM results.	Tenants see evidence of service improvements delivered in response to feedback, complaints insight and TSM results.	Assistant Director (HPS)	31/07/2026	In progress	GREEN
		Deliver quarterly tenant communications following HIP and performance reporting, highlighting service standards, progress and improvements.	Ongoing tenant communications demonstrate progress against standards and improvements made as a result of feedback.	Assistant Director (HPS)	31/03/2027	In progress	GREEN
	<b>Adaptations</b>						
Registered providers must assist tenants seeking housing adaptations to access appropriate services.	Registered providers must clearly communicate to tenants and relevant organisations how they will assist tenants seeking housing adaptations services.	Review and publish updated web pages explaining how tenants request adaptations and the support available, with clear contact routes and guidance.	Tenants can easily find adaptations information, understand eligibility and access clear contact routes.	Housing Property Services manager	31/05/2026	In progress	GREEN

		Registered providers must co-operate with tenants, appropriate local authority departments and other relevant organisations so that a housing adaptations service is available to tenants where appropriate	Define and report a KPI suite for adaptations (timescales, throughput and outcomes), supported by ongoing case review and performance monitoring.	Adaptations delivered within policy timescales, with outcomes and performance monitored and improved.	Housing Property Services manager	30/09/2026	In progress	GREEN
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Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating	
Transparency Influence & Accountability	<b>Fairness and respect</b>								
	Registered providers must treat tenants and prospective tenants with fairness and respect.	None provided by RSH	Tenant co-designed Service Standards Pack	Consistent tenant-facing service standards are agreed with tenants, published and embedded across housing services.	Assistant Director (HPS)/ Assistant Director (HS)	31/12/2026	To be started	Green	
			Complete EIA with associated action plan	Equality impacts are assessed, actions are implemented and service changes are tracked to improve fair outcomes.	Assistant Director (HPS)/ Assistant Director (HS)	30/09/2026	To be started	Green	
	<b>Diverse needs</b>								
	In relation to the housing and landlord services they provide, registered providers must take action to deliver fair and equitable outcomes for tenants and, where relevant, prospective tenants.	Registered providers must use relevant information and data to: a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether their housing and landlord services deliver fair and equitable outcomes for tenants.	Quarterly tenant data-quality audits and targeted campaigns (web, letters, call scripts and front-line prompts) to capture missing profile fields; update processes/forms in CX to require/encourage completion and report progress quarterly.	Tenant profile data becomes more complete and reliable, enabling services and communications to be tailored to diverse needs.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	In Progress	Green	
			Complete EIA with associated action plan	Equality impacts are assessed, actions are implemented and service changes are tracked to improve fair outcomes.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green	
			Registered providers must ensure that communication with and information for tenants is clear, accessible, relevant, timely and appropriate to the diverse needs of tenants.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant communications are clearer, more accessible and compliant across key contact points.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green
			Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.	Gap Analysis complete and actions identified for resolving any issues identified.	Housing services are easier to access and publicised clearly, with barriers identified and addressed.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green
			Registered providers must allow tenants and prospective tenants to be supported by a representative or advocate in interactions about landlord services.	Guidance developed, published and promoted	Tenants understand their right to representation and can access advocacy support when needed.	Assistant Director (HPS)/ Assistant Director (HS)	31/03/2027	To be started	Green
	<b>Engagement with tenants</b>								
	Registered providers must take tenants' views into account in their decision-making about how landlord services are delivered and communicate how tenants' views have been considered.	Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.	Increased capacity and specialist knowledge and skills to develop further engagement opportunities	Tenant engagement capacity is strengthened, enabling more meaningful influence and scrutiny of services.	Housing Services Manager	31/07/2026	In progress	Green	
			Clear opportunities identified and published	Published engagement opportunities give tenants clear, regular routes to influence and scrutinise landlord services.	Housing Services Manager	31/08/2026	In progress	Green	
		Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.	Guidance developed, published and promoted	Tenant-led scrutiny is supported through a clear framework covering practical, training and funding arrangements.	Housing Services Manager	31/01/2027	To be started	Green	
		Registered providers must provide accessible support that meets the diverse needs of tenants so they can engage with the opportunities in 2.2.1 and 2.2.2.	Policy being taken to Executive in June 2026, Strategy to be developed thereafter to create clear opportunities for tenants to further influence formally and informally service improvements and delivery	Engagement opportunities include accessible support so tenants with diverse needs can participate effectively.	Housing Services Manager	31/08/2026	In progress	Green	
		Registered providers must support tenants to exercise their Right to Manage, Right to Transfer or otherwise exercise housing management functions, where appropriate.	Clear process and information to exercise their rights	Tenants can easily understand and exercise their Right to Manage or Right to Transfer through clear guidance.	Housing Services Manager	31/12/2026	To be started	Green	
Registered providers, working with tenants, must regularly consider ways to improve and tailor their approach to delivering landlord services including tenant engagement. They must implement changes as appropriate to ensure services deliver the intended aims.		Policy being taken to Executive in June 2026, Strategy to be developed thereafter to create clear opportunities for tenants to further influence formally and informally service improvements and delivery	A consistent engagement and scrutiny approach is established and used to improve services based on tenant feedback.	Housing Services Manager	31/08/2026	In progress	Green		
Where a registered provider is considering a change in landlord for one or more tenants, or a significant change in management arrangements, it must consult affected tenants on its proposals at a formative stage and take those views into account when reaching a decision. The consultation must: a) be fair and accessible; b) provide tenants with adequate time, information and opportunities to consider and respond; c) set out actual or potential advantages and disadvantages (including costs) to tenants in the immediate and longer term, and d) demonstrate to affected tenants how the consultation responses have been taken into account in reaching a decision.		Following Government announcement in June 2026 set out an options appraisal for consideration of the future for RBC Social Housing	Tenant views inform any future management or landlord change proposals and are evidenced in decision-making.	Assistant Director (HPS)/ Assistant Director (HS)	31/12/2026	In Progress	Green		
<b>Information about landlord services</b>									

Registered providers must communicate with tenants and provide information so tenants can use landlord services, understand what to expect from their landlord, and hold their landlord to account.	Registered providers must provide tenants with accessible information about the: a) available landlord services, how to access those services, and the standards of service tenants can expect; b) standards of safety and quality tenants can expect homes and communal areas to meet; c) rents and service charges that are payable by tenants, and d) responsibilities of the registered provider and the tenant for maintaining homes, communal areas, shared spaces and neighbourhoods.	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant information on services, standards and responsibilities is clearer, more accessible and aligned to identified needs.	Assistant Director (HPS)/ Assistant Director (HS)	31/10/2026	To be started	Green
	Registered providers must provide tenants with accessible information about tenants' rights in respect of registered providers' legal obligations and relevant regulatory requirements that registered providers must meet in connection with the homes, facilities or landlord services they provide to tenants. This must include information about: a) the requirement to provide a home that meets the government's Decent Homes Standard; b) the registered provider's obligation to comply with health and safety legislation; c) the rights conferred on tenants by their tenancy agreements including rights implied by statute and/or	Gap Analysis complete and actions identified for resolving any issues identified.	Tenant rights and landlord obligations are clearly explained online in an accessible and easy-to-find format.	Assistant Director (HPS)/ Assistant Director (HS)	31/10/2026	To be started	Green
	Registered providers must communicate with affected tenants on progress, next steps and outcomes when delivering landlord services.	Live updates on appointments for repairs	Tenants receive timely repairs updates, improving visibility of progress, next steps and outcomes.	Assistant Director (HPS)	30/06/2026	In progress	Green
	must be fair, reasonable, accessible and transparent. Where relevant, policies should set out decision-making criteria and appeals processes.	Gap Analysis complete and actions identified for resolving any issues identified.	The Tenant Handbook more clearly explains key policies, decision criteria and appeals routes.	Housing Services Manager	31/07/2026	In Progress	Green
	Registered providers must make information available to tenants about the relevant roles and responsibilities of senior level employees or officers, including who has responsibility	Updated Website with clear responsibilities identified	Published leadership information clearly identifies who is accountable for Consumer Standards compliance.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
<b>Performance information</b>							
Registered providers must collect and provide information to support effective scrutiny by tenants of their landlord's performance in delivering landlord services.	Registered providers must meet the regulator's requirements in relation to the tenant satisfaction measures set by the regulator as set out in Tenant Satisfaction Measures:	Compliance with requirements and uploading of data in line with prescribed timescales	TSM data collection, processing and submission remain compliant, robust and ready for tenant scrutiny.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	Registered providers must: a) collect and process information specified by the regulator relating to their performance against the tenant satisfaction measures. The information must be collected within a timeframe set by the regulator and must meet the regulator's requirements in Tenant Satisfaction Measures: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements; b) annually publish	Compliance with requirements and uploading of data in line with prescribed timescales	Annual TSM assurance confirms the data is accurate, reliable and submitted in line with regulatory	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	In meeting 2.4.1 and 2.4.2 above, registered providers must ensure that the information is an accurate, reliable, valid, and transparent reflection of their performance against the tenant	Annual Report clearly sets out TSM results, actions from previous year and identified actions for the forthcoming year	The Annual Report presents TSM performance and improvement actions clearly in an accessible format for tenants.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
	Registered providers must provide tenants with accessible information about: a) how they are performing in delivering landlord services and what actions they will take to improve performance where required; b) how they have taken tenants' views into account to improve landlord services, information	Compliance with requirements and uploading of data in line with prescribed timescales	TSM results are submitted to the regulator accurately and within required deadlines.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
		Compliance with requirements and uploading of data in line with prescribed timescales	Published TSM results provide a transparent, accurate and reliable account of landlord performance.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	In progress	Green
<b>Complaints</b>							
Registered providers must ensure complaints are addressed fairly, effectively, and promptly.	Registered providers must ensure their approach to handling complaints is simple, accessible and publicised.	Complete annual complaints service review and Housing Ombudsman Code self-assessment; produce an improvement action plan (owners, deadlines) and present performance, themes and compliance findings to Executive.	Complaints assurance is strengthened through annual review, code compliance checks and clear Executive oversight.	Senior Complaints Officer	30/06/2026	COMPLETE	Green
		Complete an end-to-end review of the complaints extensions process and implement a revised standard operating procedure (criteria, approvals and timelines), including a tenant communication template and monthly monitoring/reporting to reduce extensions.	Complaint extensions are reduced through tighter controls, clearer communications and regular monitoring.	Senior Complaints Officer	31/08/2026	In Progress	Green

		Implement a standard extensions update (reason, revised deadline and next contact date) using agreed template wording; complete monthly QA sampling of extended cases and feed learning/actions into the complaints improvement plan to minimise future extensions.	Extended complaints are updated consistently and quality checked so delays are better managed and reduced over time.	Senior Complaints Officer	30/09/2026	In Progress	Green
		Define and implement minimum complaint case-recording standards (required fields and evidence); introduce monthly quality checks/audits and feedback to improve data quality so investigations are impartial and do not rely heavily on Service Managers.	Complaint records become more complete, consistent and evidence-based, supporting fairer investigations and stronger assurance.	Senior Complaints Officer	31/07/2026	In Progress	Green
		Recruit and onboard a Housing Complaints & Quality Officer to strengthen capacity and resilience; agree role profile, training and caseload allocation so the Senior Officer can focus on analysis, learning and service improvement.	Complaints capacity and resilience improve, allowing greater focus on learning, analysis and service improvement.	Senior Complaints Officer	30/06/2026	In progress	Green
		Design, build and deploy complaint case and task functionality in CX (fields, workflows, templates and reporting), including user testing and staff guidance to enable consistent logging and improved drill-down reporting.	CX becomes the single complaints system of record, improving case visibility, consistency and reporting depth.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Scope and deliver a future Tenant Portal phase to give tenants self-service visibility of their complaint status, key updates and outcomes, using CX as the single source once complaint cases/tasks are live.	Tenants gain clearer self-service visibility of complaint progress, updates and outcomes through the Tenant Portal.	Senior Complaints Officer	30/06/2027	In Progress	Green
	Registered providers must provide accessible information to tenants about: a) how tenants can make a complaint about their registered provider; b) the registered provider's complaints policy and complaints handling process; c) what tenants can do if they are dissatisfied with the outcome of a complaint or how a complaint was handled, and d) the type of complaints received and how they have learnt from complaints to continuously improve services.	Redesign and publish the 2025 Annual Performance & Service Improvement Report in a tenant-friendly format (clear navigation, plain English and accessible design), including 'You said, we did' examples and evidence of learning-led service improvements.	The annual complaints report becomes clearer, more accessible and more meaningful for tenants.	Senior Complaints Officer	30/06/2026	In progress	Green
		Submit the annual complaints report to Executive (June 2026) incorporating the updated Housing Ombudsman Code self-assessment, any changes to the Housing Complaints Standard, and progress against the improvement action plan.	Executive receives a complete annual complaints update covering compliance, performance, themes and improvement progress.	Senior Complaints Officer	30/06/2026	In Progress	Green
		Deliver quarterly tenant communications on complaints performance and learning (KPIs, themes, 'You said, we did/We're doing', how to complain and escalation routes) via agreed channels.	Tenants receive regular updates on complaints performance, learning and routes to raise or escalate concerns.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Strengthen monthly learning meetings with service managers by assigning owners for each upheld learning/recommendation, capturing evidence of completion, and monitoring embedment to reduce repeat issues.	Learning from complaints is tracked to completion with evidence, ownership and stronger service embedment.	Senior Complaints Officer	30/09/2026	In progress	Green
		Benchmark with peer landlords on how they share complaints learning and service improvements with tenants; produce recommendations and implement agreed good practice.	Good practice from peer landlords is used to improve how complaints learning and service changes are shared with tenants.	Senior Complaints Officer	31/12/2026	In Progress	Green
		Develop and deploy a Power BI dashboard for the complaints tracker to provide real-time insight on volumes, themes, root causes, timeliness and outcomes, with month-on-month and year-on-year trend analysis.	Real-time dashboard reporting improves visibility of complaint volumes, themes, timeliness, outcomes and trends.	Senior Complaints Officer	30/09/2026	In Progress	Green
		Complete quarterly root-cause analysis of complaints (by service area and type) and incorporate findings, actions and progress into the annual complaints review.	Root-cause analysis is used consistently to identify patterns, target action and reduce repeat complaint issues.	Senior Complaints Officer	31/03/2027	In Progress	Green
		Maintain an Outstanding Actions Tracker for commitments made in complaint responses, with named owners, target dates, customer updates and completion sign-off.	Actions promised in complaint responses are tracked to completion and residents are kept updated on progress.	Senior Complaints Officer	30/06/2026	In Progress	Green
		Introduce post-closure complaints satisfaction surveys (automated where possible), analyse results regularly, and feed insights into the complaints improvement plan.	Post-complaint feedback is captured and used to improve service delivery and inform TSM-related insight.	Senior Complaints Officer	30/06/2026	In Progress	Green
		<b>Self-referral</b>					
	Registered providers must communicate in a timely manner with the regulator on all material issues that relate to non-compliance or potential non-compliance with the consumer standards.	Maintain an RSH engagement log and material-issue register, with a clear self-referral decision protocol; submit any required notifications within regulatory timescales and provide documented monthly update packs to the Regulator until all actions are closed.	Material issues are tracked, self-referral decisions are evidenced and regulatory updates are submitted on time.				Green

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REDDITCH BOROUGH COUNCIL

Executive Committee

9<sup>th</sup> June 2026**Quarter 4 2025/6 Housing Performance incorporating TSM Results**

Relevant Portfolio Holder	Councillor Ashley Monk
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Simon Parry and Judith Willis
Report Author	Assistant Director of Environmental and Housing Property Services and Assistant Director of Community and Housing Services Contact email: simon.parry@bromsgroveandredditch.gov.uk, Judith.willis@bromsgroveandredditch.gov.uk
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	Community and Housing
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

**1. RECOMMENDATIONS**

The Executive Committee is asked to **RESOLVE** that: -

- 1) The Council's Quarter 4 2025/6 Housing Performance in respect of the Tenant Satisfaction Measures (Landlord) are noted.
- 2) The results of the Tenant Participation Surveys covering 2025/6 are noted

**2. BACKGROUND**

- 2.1 The Regulator for Social Housing (RSH) has established the 'Tenant Satisfaction Measures' (TSM) which places a responsibility on all social housing landlords, in England, to return performance information, so that each provider can be assessed for how well they are providing good quality homes and services.
- 2.2 Of the 22 measures, they are split between those that the landlord is required to measure directly (10) and those that are measured by tenant perception surveys (12).
- 2.3 This report provides an update on the current position regarding all 10 of the landlord measures across Housing Services, together with other supplementary measures critical for service delivery in meeting the outcomes from the RSH. The report also includes the results of the 12 questions that form the Tenant Participation Surveys for 2025/26. The

results and additional text comments within the Tenant Perception Survey has influenced content and actions within the Housing Improvement Plan for 2026/27.

### 3. OPERATIONAL ISSUES

#### **TSM Landlord Measures 2025/6**

3.1 The following sets out the performance for quarter 4 of 2025/26 with commentary where performance has not been on target or where updates on progress are being made. **Appendix 1** summarises the performance data.

#### 3.2 **RP – Keeping Properties in good repair**

##### **RP01: Homes that do not meet the Decent Homes Standard**

3.3 The Decent Homes data is recorded within the RBC Asprey Asset Management system, recording each of the four categories to Decent Homes being HHSRS, Reasonably Modern Facilities, State of Repair and Thermal Comfort. Work is ongoing to cleanse and update our data and to input timely and accurate data as work proceeds across all service teams in Housing Property Services. Analysis of the data has resulted in follow up surveys of properties including roofs designated for replacement in 2026 that are affecting non decency, in general whilst some repairs are required to these, replacement has not been necessary. Where other reasons exist for non-decency, these properties are included in the capital investment programme or repairs are undertaken to make them decent.

##### **Stock Condition Data**

3.4 Stock condition surveys are in progress carried out by the Council's consultants; urgent issues are passed to relevant teams for action. As more data is collected, the Capital Manager reviews work programmes to ensure they match property needs and meet required standards.

Table 1: Stock Condition Surveys as % of stock

Q1	Q2	Q3	Q4
19.71%	20.68%	25.95%	36.29%

##### **Repairs Completed in Timescales**

3.5 Work is ongoing through analysis of performance against repairs completed on time to assess the reasons for delays. The introduction of the new repairs policy which introduced a planned priority code for 60 days will improve performance where historically some activities could

never meet existing priority 3 timescales including window and door replacements.

### **Damp & Mould**

- 3.6 Awaab's Law, effective from 27 October 2025, marks a significant step forward in safeguarding tenants, setting clear and robust legal timeframes for social landlords to tackle serious hazards, including damp, mould and emergency risks. From this date, emergency hazards need to be addressed within 24 hours, and substantial damp and mould cases will be investigated within 10 working days, with a written outcome provided within 3 working days and the home made safe within a further 5 working days, while any major remedial works will commence within 12 weeks if necessary. In readiness, Housing Property Services (HPS) proactively expanded its resources with a dedicated damp and mould team, enhancing capacity and updating systems and processes to meet the new statutory requirements and reporting standards. This forward-thinking approach ensures continued compliance and improved outcomes for residents, with performance on these activities detailed in Appendix 2. Tenants are actively engaged in scheduling appointments, and whilst rescheduling can alter completion timescales, this flexibility helps accommodate tenants' needs. Occasional No Access situations do arise, but the team's strong communication with tenants has proved highly effective, keeping residents well informed, supporting compliance, and significantly reducing avoidable delays.

### **BS- Maintaining Building Safety**

#### **BS01: Gas safety checks**

- 3.7 All current gas safety checks are in place for both the Council's domestic boilers and communal boilers. There are 134 capped tenanted properties, and 56 awaiting a turn on and test through the voids process. Each month, an external assessor audits a selection of our activities to confirm operational compliance and reports the findings.

#### **BS02: Fire safety checks**

- 3.8 There is a rolling programme of inspection for the Fire Risk Assessments (FRAs). Delays were experienced again in this quarter with the issuing of FRAs in time, due to resource issues with the consultant carrying out these works.

**REDDITCH BOROUGH COUNCIL****Executive Committee****9<sup>th</sup> June 2026**

- 3.9 The outstanding remedial works from the FRAs are included in the table below.

Table 2: Fire Remedial Actions

2025/6	Q1	Q2	Q3	Q4
High	788	695	677	661
Medium	1,765	1593	1,539	1,436
Low	363	291	259	181
	<b>2,916</b>	<b>2,579</b>	<b>2,475</b>	<b>2,278</b>

- 3.10 The overall number of outstanding actions continues to fall, however 95.61% of the high-risk items are from the Fire Door and Compartmentation works. The programme is ongoing and in the next quarterly report a schedule of anticipated actions to be closed each quarter will be included. The additional funding in 2026/27 will see increased levels of activity to further reduce outstanding actions.
- 3.11 To address the risks identified, Housing Property Services initiated a fire door inspection programme in September 2025. These inspections confirm that existing doors are fire doors, though built to the standards applicable at the time of installation, and have highlighted issues such as missing door closers. Work is progressing to carry out remedial works to those properties identified.

**BS04: Water safety checks**

- 3.12 All risk assessments are in place with the renewal of these being undertaken in January 2026. There are 8 remedial actions that are being remedied to address full compliance.

**Electrical**

- 3.13 The Electrical Safety Standards in the Private Rented Sector (England) (Amendment) (Extension to the Social Rented Sector) Regulations 2025 extend mandatory electrical safety requirements to the social rented sector from 1 November 2025, aligning them with those already in place for private landlords. Under the regulations, social landlords must ensure that all fixed electrical installations are inspected and tested at least every five years by a qualified person and that a copy of the Electrical Installation Condition Report (EICR) is provided to tenants within 28 days, and to new tenants before occupation. The requirements apply to new tenancies from 1 December 2025 and existing tenancies from 1 May 2026, with all inspections and any remedial works to be completed by 1 November 2026, and identified

remedials addressed within 28 days. These changes strengthen electrical safety for tenants and form part of the wider programme of regulatory reform alongside Awaab's Law and the enhanced consumer standards.

- 3.14 The Council has experienced resource issues through the majority of the second half of the fiscal year with the Electrical Compliance Manager leaving in September and being unable to recruit into this position either on a permanent or temporary basis, this has now been recruited into but has led to a gap in collating electrical remedial actions through this quarter. In the interim as corrective actions are identified through the contractor carrying out the inspection and testing these are then instructed to the Contractor to complete works.

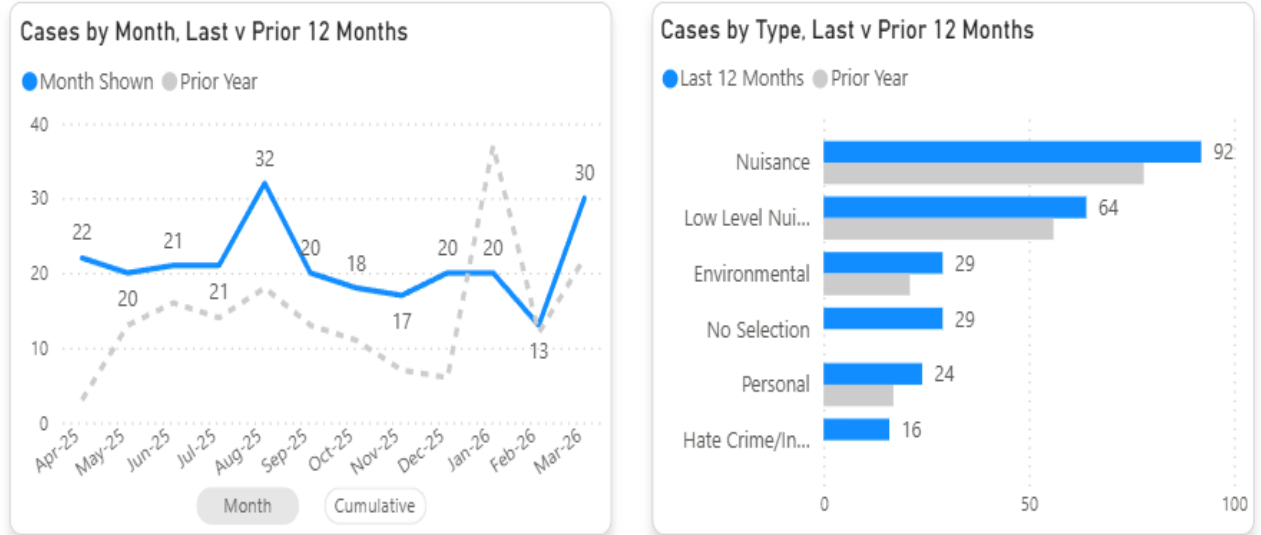
### **Complaints**

- 3.15 43 complaints were received across Housing Services compared to 40 in the previous quarter. With the recruitment of the Senior Complaints officer in Q3 meetings with the Housing Property Services team have been progressing to identify clear trends regarding complaints and actions to improve.
- 3.16 Key themes have been identified from this quarter's complaints, with response times showing clear improvement. The volume of complaints remains below the industry average and represents a very small fraction of total repairs activity. The organisation continues to learn from tenant feedback, ensuring it informs service delivery. Further detail on complaint trends and actions is available within a separate report on this meeting's agenda.
- 3.17 Despite the upheld complaints, the quarter received 52 compliments across Housing Services.

### **Anti-Social Behaviour (ASB)**

- 3.18 The Council provides a robust and accessible ASB service, working closely with partner agencies such as the Police. Enforcement actions include Civil Injunctions, Closure Orders, and Possession Orders. Every ASB complaint is managed according to policy, with a focus on continuous risk assessment and fair treatment.
- 3.19 From January to March 2026, 63 new ASB cases were opened, 89 closed, and 85 remained active. In 2025-2026, 254 ASB cases were reported, a rise from 172 the previous year. Cases include a wide range of issues, such as damage to communal areas, substance misuse, dog-related incidents, and frequent noise complaints.

Figure 1: Cases by Month and by Type



- 3.20 Factors contributing to higher numbers include the ongoing cost of living crisis, impacts on wellbeing, and improved reporting accuracy. The team is now fully staffed, aiming to offer more preventative support. Backlogs in the judicial system remain, but progress has been made in court actions, especially civil injunctions and regaining possession of properties.
- 3.21 Under-reporting of Hate Crime was addressed through staff training, resulting in an increase from zero to thirteen cases this year. The team continues to collaborate with partner agencies to prevent and enforce ASB cases.

### Tenant Perception Survey Results 2025/6

- 3.22 The 2025/26 Tenant Satisfaction Measures (TSM) Tenant Perception Survey was carried out between January and February 2026 by We Love Surveys, with 889 tenant responses, representing a 35% increase in participation, from a total surveyable population of around 5,500, delivering a robust confidence level of  $\pm 3\%$ .
- 3.23 Overall satisfaction (TP01) rose to 64.6%, representing a 7.8 percentage point improvement compared with 2025, indicating continued recovery in tenant confidence. The strongest areas of performance were repairs satisfaction (71.7%) and feeling safe in the home (70.4%), both showing notable year-on-year improvement. All TSM measures improved compared with the previous year, with particularly strong gains in anti-social behaviour handling (+15%),

keeping tenants informed (+12.8%), and listening and acting on tenant views (+11.9%).

- 3.24 However, the results also highlight persistent challenges. Complaints handling remains the weakest performing measure, with satisfaction at just 28.2%, despite a modest improvement on last year, and over half of respondents who had complained reported dissatisfaction.
- 3.25 Satisfaction levels in communal areas has improved following the introduction of the Caretaking team in Q2, although scores indicate that further targeted action is needed.
- 3.26 Similarly, neighbourhood-related measures also scored lower than core landlord services.
- 3.27 Qualitative feedback continues to show that repairs, delays, and communication issues are the dominant drivers of dissatisfaction, even where staff interactions are viewed positively. Key driver analysis confirms that providing a well-maintained and safe home, alongside an effective repairs service, has the greatest influence on overall satisfaction, reinforcing the need to prioritise delivery improvements in these areas while addressing necessary improvements in complaints handling. Actions associated with the results and feedback received, is incorporated in the new Housing Improvement Plan.

#### **4. FINANCIAL IMPLICATIONS**

- 4.1 All work undertaken through the delivery of services highlighted in this report are budgeted through the Capital Programme and the HRA. As part of the development of an improvement plan, where additional budgets are required to improve compliance and performance, these will be included in a separate report.

#### **5. LEGAL IMPLICATIONS**

- 5.1 The report sets out the requirements of legislation which the Council is required by law to adhere to.
- 5.2 Compliance is required with Section 193 of the Housing and Regeneration Act 2008 as amended by the Social Housing (Regulation) Act 2023.
- 5.3 Inspections are carried out under Section 201 to Section 203A of the Housing and Regeneration Act 2008.

**6. OTHER – IMPLICATIONS****Local Government Reorganisation**

- 6.1 No direct implications for Local Government Reorganisation have been identified in this report.

**Relevant Council Priority**

- 6.1 This report supports the current Council Plan and the following Council priority:

## Community and Housing

- Providing Council Housing that is improved and upgraded through the Housing Capital Investment Programme
- Ensuring the housing stock is clean and safe to live in
- Improve time taken for repairs to be completed
- Maximising funding available to the sector.

**Climate Change Implications**

- 6.2 The responsive, cyclical and planned maintenance of the Council's properties seeks to ensure that Council Housing properties are well maintained, warm and safe. Included within the programme of works are projects to increase the thermal efficiency of properties.

**Equalities and Diversity Implications**

- 6.3 Through the delivery of Housing Services, the Council identify the needs of individuals and households to tailor services appropriately.

**7. RISK MANAGEMENT**

- 7.1 The key risk is failure to ensure properties are well maintained, safe and compliant in accordance with the relevant regulations highlighted through this report. Work is ongoing to ensure compliance and is further evidenced through the Housing Improvement Plan.

**8. APPENDICES and BACKGROUND PAPERS**

Appendix 1 - Measures Table

Appendix 2 – Damp & Mould Measures

Appendix 3 - TSM Tenant Perception Survey Results 2025/6 and Comparison Year on Year

REDDITCH BOROUGH COUNCIL

Executive Committee

9<sup>th</sup> June 2026**9. REPORT SIGN OFF**

<b>Department</b>	<b>Name and Job Title</b>	<b>Date</b>
Portfolio Holder	Councillor Hartnett	6/5/26
Lead Director / Assistant Director	Guy Revans	11/5/26
Financial Services	Kunmi Joesph	6/5/26
Legal Services	Nicola Cummings, Principal Solicitor – Governance	7/5/26
Policy Team (if equalities implications apply)	N/A	
Climate Change Team (if climate change implications apply)	N/A	

**REDDITCH BOROUGH COUNCIL**

Executive Committee

9<sup>th</sup> June 2026

**Appendix 1 – TSM Landlord Measures**

**Keeping Properties in good repair**

	Measure Name	Type	Q4 24/5	Q1 25/6	Q2 25/6	Q3 25/6	Q4 25/6	Target	RAG Rating
RP01	Homes that do not meet the Decent Homes Standard	%	4.17%	4.15%	11.90%	10.95%	11.05%	0.00%	Red
RP02.1	Repairs completed within Target Timescale (Non-Emergency)	%	71.95%	61.50%	80.80%	76.93%	77.60%	100%	Red
RP02.2	Repairs completed within Target timescale – (Emergency)	%	83.6%	84.10%	85.00%	83.70%	93.10%	100%	Red

**Maintaining Building Safety**

	Measure Name	Type	Q4 24/5	Q1 25/6	Q2 25/6	Q3 25/6	Q4 25/6	Target	RAG Rating
BS01	Gas Safety Checks	%	100%	100%	100%	100%	100%	100%	Green
BS02	Fire Safety Checks	%	100%	100%	80%	100%	88%	100%	Red
BS03	Asbestos Safety checks	%	100%	99.50%	100%	100%	100%	100%	Green
BS04	Water Safety checks	%	100%	100%	100%	100%	100%	100%	Green
BS05	Lift Safety Checks	%	100%	87.00%	54.84%	100%	100%	100%	Green
EI01	Electrical Test of Properties	%	90.50%	94.89%	95.17%	95.66%	96.74%	100%	Amber

**REDDITCH BOROUGH COUNCIL**

**Executive Committee**

**9<sup>th</sup> June 2026**

EI02	Electrical Test of Communal Areas	%	100%	100%	100%	99.36%	100%	100%	<b>Green</b>
EI03	Smoke Alarms	%	97.36%	98.80%	98.91%	99.18%	99.31%	100%	<b>Amber</b>
EI04	Carbon Monoxide Alarms	%	98.33%	98.89%	98.94%	99.00%	98.85%	100%	<b>Amber</b>

**Complaints**

	Measure Name	Type	Q4 24/5	Q1 25/6	Q2 25/6	Q3 25/6	Q4 25/6	Target	RAG Rating
CH01.1	Complaints relative to the size of the landlord (Stage 1)	# per 1,000 homes	4.51	3.07	5.25	7.30	7.81	Less than 10	<b>Green</b>
CH01.2	Complaints relative to the size of the landlord (Stage 2)	# per 1,000 homes	0.72	0.90	1.27	0.91	1.45	Less than 3	<b>Green</b>
CH02.1	Complaints responded to within Complaint Handling Code timescales (Stage 1)	%	62%	93%	81.00%	88.89%	90.24%	85%	<b>Green</b>
CH02.2	Complaints responded to within Complaint Handling Code timescales (Stage 2)	%	80%	100%	72.00%	80.00%	100%	85%	<b>Green</b>

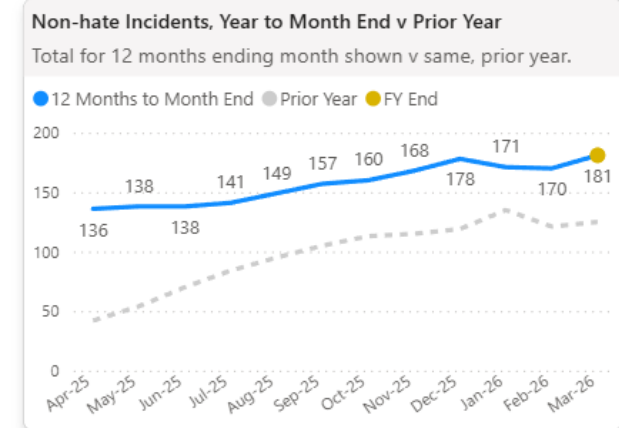
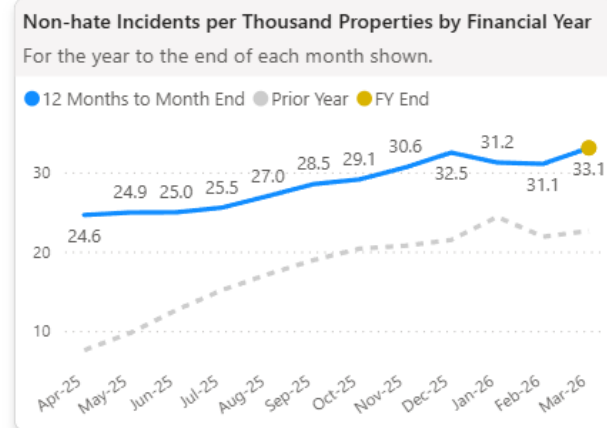
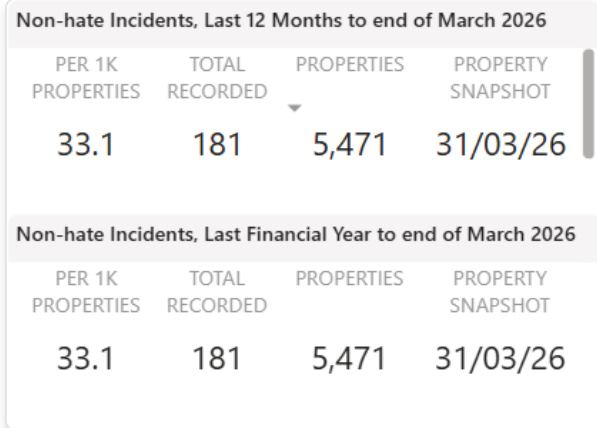
# REDDITCH BOROUGH COUNCIL

Executive Committee

9<sup>th</sup> June 2026

## Anti-Social Behaviour (ASB)

	Measure Name	Type	Q4 24/5	Q1 25/6	Q2 25/6	Q3 25/6	Q4 25/6	Target	Trend
NM01.1	Anti-social behaviour cases relative to the size of the landlord	# per 1,000 homes	22.8	27.1	30.4	32.1	33.1	35.5	Green
NM01.2	Anti-social behaviour cases (involving Hate Crime) relative to the size of the landlord	# per 1,000 homes	0	0	1.1	2.0	2.4	0.6	Red



# REDDITCH BOROUGH COUNCIL

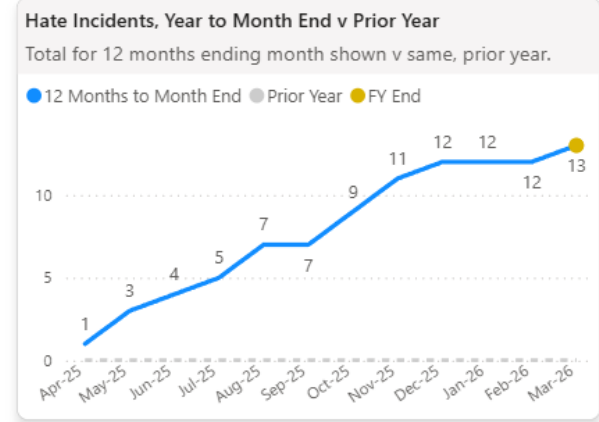
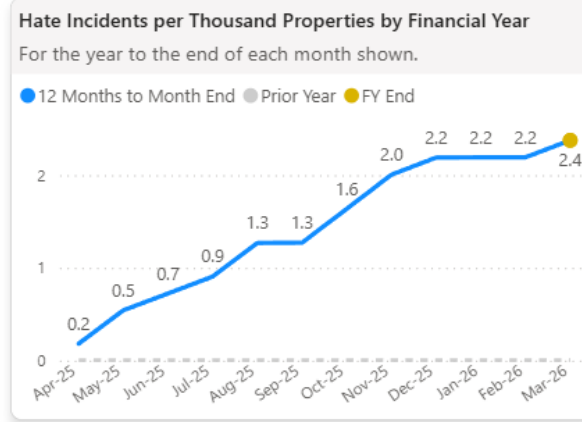
Executive Committee

9<sup>th</sup> June 2026

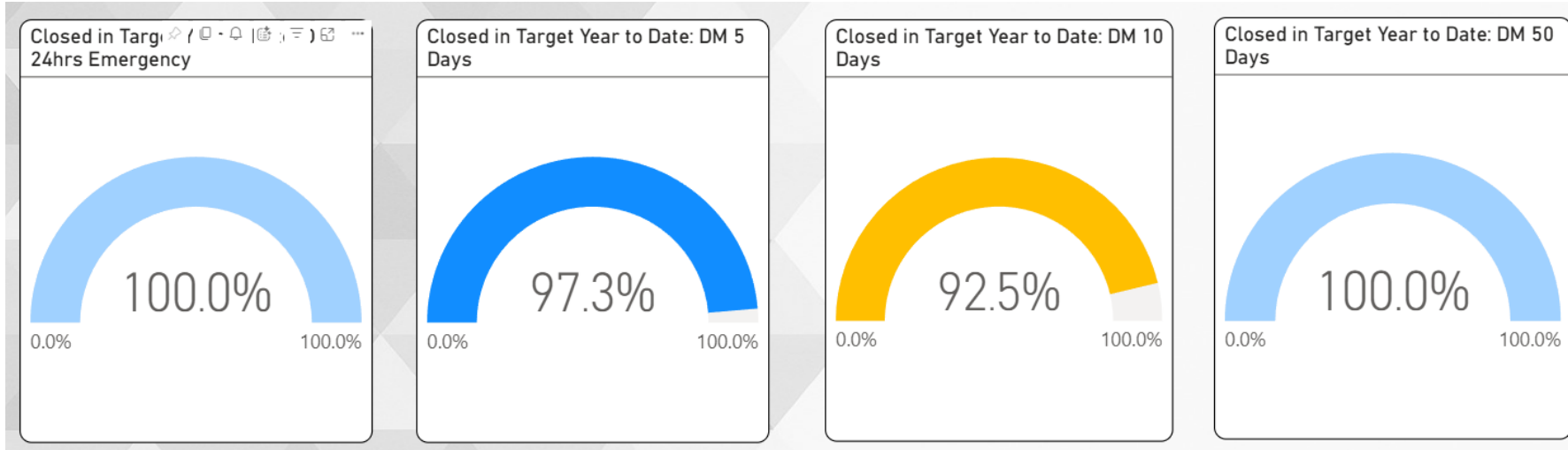
Hate Incidents, Last 12 Months to end of March 2026			
PER 1K PROPERTIES	TOTAL RECORDED	PROPERTIES	PROPERTY SNAPSHOT
2.4	13	5,471	31/03/26

Hate Incidents, Last Financial Year to end of March 2026			
PER 1K PROPERTIES	TOTAL RECORDED	PROPERTIES	PROPERTY SNAPSHOT
2.4	13	5,471	31/03/26



**Appendix 2 – Damp and Mould Measures**



**REDDITCH BOROUGH COUNCIL**

Executive Committee

9<sup>th</sup> June 2026

## Appendix 3 – TSM Tenant Perception Survey Results 2025/6 and Comparison Year on Year

<b>TSM Code</b>	<b>TSM Question in Full</b>	<b>2023/4 % Satisfied</b>	<b>2024/5 % Satisfied</b>	<b>2025/6 % Satisfied</b>	<b>2024/25 National Average</b>	<b>Change in % Over last 3</b>
TP01	Taking everything into account, how satisfied or dissatisfied are you with the service provided by Redditch Borough Council?	47.4%	56.7%	64.6%	71.8%	17.2%
TP02	How satisfied or dissatisfied are you with the overall repairs service from Redditch Borough Council over the last 12 months?	53.5%	66.7%	71.7%	73.6%	18.2%
TP03	How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	50.1%	60.9%	65.4%	69.5%	15.3%
TP04	How satisfied or dissatisfied are you that Redditch Borough Council provides a home that is well maintained?	45.8%	55.5%	65.1%	71.9%	19.3%
TP05	Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Redditch Borough Council provides a home that is safe?	48.0%	61.7%	70.4%	77.6%	22.4%
TP06	How satisfied or dissatisfied are you that Redditch Borough Council listens to your views and acts upon them?	34.4%	44.4%	56.2%	61.6%	21.8%
TP07	How satisfied or dissatisfied are you that Redditch Borough Council keeps you informed about things that matter to you?	44.4%	48.0%	60.7%	72.0%	16.3%
TP08	To what extent do you agree or disagree with the following: Redditch Borough Council treats me fairly and with respect?	51.5%	58.1%	67.8%	77.9%	16.3%
TP09	How satisfied or dissatisfied are you with Redditch Borough Council's approach to complaints handling?	21.6%	21.7%	28.2%	35.5%	6.6%
TP10	How satisfied or dissatisfied are you that Redditch Borough Council keeps these communal areas clean and well maintained?	41.8%	42.4%	53.7%	66.7%	11.9%
TP11	How satisfied or dissatisfied are you that Redditch Borough Council makes a positive contribution to your neighbourhood?	39.4%	44.7%	58.1%	64.6%	18.7%
TP12	How satisfied or dissatisfied are you with Redditch Borough Council's approach to handling anti-social behaviour?	39.6%	40.6%	55.7%	59.5%	16.1%

Executive Committee

9<sup>th</sup> June 2026

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\* item has been selected for scrutiny  
by main O&S Committee  
\*\* item has been selected for scrutiny  
by Budget Scrutiny

# EXECUTIVE COMMITTEE LEADER'S WORK PROGRAMME



**1 July 2026 to 31 October 2026**

(Published as at 1<sup>st</sup> June 2026)

This Work Programme gives details of items on which key decisions are likely to be taken by the Borough Council's Executive Committee, or full Council, in the coming four months. "Key Decisions" are ones which are likely to:

- (i) result in the Council incurring expenditure, foregoing income or the making of savings in excess of £200,000 or which are otherwise significant having regard to the Council's budget for the service or function to which the decision relates; or
- (ii) be significant in terms of its effect on communities living or working in the area comprising two or more wards in the Borough;
- (iii) involve any proposal to cease to provide a Council service (other than a temporary cessation of service of not more than 6 months).

If you wish to make representations on the proposed decision you are encouraged to get in touch with the relevant report author as soon as possible before the proposed date of the decision. Contact details are provided. Alternatively, you may write to the Head of Legal, Democratic Services and Property Services, The Town Hall, Walter Stranz Square, Redditch, B98 8AH or e-mail: [democratic@bromsgroveandredditch.gov.uk](mailto:democratic@bromsgroveandredditch.gov.uk)

The Executive Committee's meetings are normally held at 6.30pm on Tuesday evenings at the Town Hall. They are open to the public, except when confidential information is being discussed. If you wish to attend for a particular matter, it is advisable to check with the Democratic Services Team on (01527) 64252, ext: 3072 to make sure it is going ahead as planned. If you have any other queries, Democratic Services Officers will be happy to advise you. The full Council meets in accordance the Council's Calendar of Meetings. Meetings commence at 6.30pm.

## EXECUTIVE COMMITTEE MEMBERSHIP

Councillor Matthew Dormer, Leader of the Council and Portfolio Holder with responsibility for Regeneration, Economic Development, Strategic Partnerships, Town Deal / DMIC, Corporate Leadership, External Relations, overall strategic leadership of the authority, Health, Regulatory Services, Leisure and Recreation and Planning

Councillor Craig Warhurst, Deputy Leader and Portfolio Holder for Finance and Governance

Councillor Brandon Clayton, Portfolio Holder for Environment and Local Services

Councillor Gemma Monaco, Portfolio Holder for Climate Change and Biodiversity

Councillor Ashley Monk, Portfolio Holder for Housing and Communities

Councillor Wanda King, Executive Committee member without portfolio

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Community Cohesion Action Plan <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Transformation and Corporate Services	Hannah Corredor, Assistant Director Transformation and Corporate Services Tel: 01527 64252
Food Waste Collections Implementation <b>Key:</b> Yes	Executive 28 Jul 2026		Report of the Assistant Director Environmental and Housing Property Services	Matthew Austin, Environmental Services Manager Tel: 01527 64252 Ext: 2530
Housing Assistance Policy 2026 <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Community and Housing Services	Katie Sharp-Fisher, Private Sector Housing Manager Tel: 01527 881437
** Medium Term Financial Plan Scene Setting Report 2027/28 <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
** Treasury Management Outturn Report 2025/26 <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
** Quarter 4 Financial Monitoring and Outturn Report 2025/26 <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
Quarter One 2026/2027 Housing Improvement Plan Update <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Environmental and Housing Property Services, Assistant Director Community and Housing Services	Judith Willis, Assistant Director Community and Housing Services, Simon Parry, Assistant Director Environmental and Housing Property Services Tel: 01527 64252 ext 3348, Tel: 01527 64252 Ext 3201
Quarter One 2026/2027 Housing Performance <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Environmental and Housing Property Services, Assistant Director Community and Housing Services	Simon Parry, Assistant Director Environmental and Housing Property Services, Judith Willis, Assistant Director Community and Housing Services Tel: 01527 64252 Ext 3201, Tel: 01527 64252 ext 3348

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
RBC Engagement Strategy 2026-2028 <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Transformation and Corporate Services	Helen Mole, Transformation Manager Tel: 01527 881685
RBC Equality Strategy 2026-2028 <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director Transformation and Corporate Services	Helen Mole, Transformation Manager Tel: 01527 881685
Redditch Town Centre Strategy <b>Key:</b> No	Executive 28 Jul 2026		Report of the Assistant Director of Regeneration and Property Services	Lyndsey Berry, Bromsgrove Centres Manager Tel: (01527) 881221
* Housing Decant Policy <b>Key:</b> Yes	Executive 8 Sep 2026		Report of the Assistant Director Community and Housing Services	Jonathan Elger, Neighbourhood & Tenancy Manager Tel: 01527 64252 ext 3272
Quarter 1 2026/27 Performance Report <b>Key:</b> No	Executive 8 Sep 2026		Report of the Assistant Director Transformation and Corporate Services	Sarah Davis, Performance and Improvement Advisor Tel: 01527 534156

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Quarter 1 2026/27 Performance Report <b>Key:</b> No	Executive 8 Sep 2026		Report of the Assistant Director Transformation and Corporate Services	Sarah Davis, Performance and Improvement Advisor Tel: 01527 534156
Quarter 1 Financial Monitoring Report 2026/27 <b>Key:</b> No	Executive 8 Sep 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
** Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges) - Prior to Consultation <b>Key:</b> No	Executive 13 Oct 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
** Treasury Management Half Yearly Report 2026/27 <b>Key:</b> No	Executive 24 Nov 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
** Quarter 2 Financial Monitoring Report 2026/27 <b>Key:</b> No	Executive 24 Nov 2026		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
Quarter Two 2026/2027 Housing Improvement Plan Update <b>Key:</b> No	Executive 24 Nov 2026		Report of the Assistant Director Community and Housing Services, Assistant Director Environmental and Housing Property Services	Simon Parry, Assistant Director Environmental and Housing Property Services, Judith Willis, Assistant Director Community and Housing Services Tel: 01527 64252 Ext 3201, Tel: 01527 64252 ext 3348
Quarter Two 2026/2027 Housing Performance <b>Key:</b> No	Executive 24 Nov 2026		Report of the Assistant Director Environmental and Housing Property Services, Assistant Director Community and Housing Services	Simon Parry, Assistant Director Environmental and Housing Property Services, Judith Willis, Assistant Director Community and Housing Services Tel: 01527 64252 Ext 3201, Tel: 01527 64252 ext 3348
Quarter 2 2026/27 Performance Report <b>Key:</b> No	Executive 24 Nov 2026		Report of the Assistant Director Transformation and Corporate Services	Sarah Davis, Performance and Improvement Advisor Tel: 01527 534156

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Housing Revenue Account (HRA) Rent Setting Policy 2027/28 <b>Key:</b> No	Executive 12 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
Non Domestic Rates - Discretionary Rates Relief Policy 2026/27 <b>Key:</b> No	Executive 12 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
Discretionary Council Tax Reduction Policy 2026/27 <b>Key:</b> No	Executive 12 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
Council Tax Support Scheme 2026/27 <b>Key:</b> No	Executive 12 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
Council Tax - Empty Homes Discounts and Premiums 2027/28 <b>Key:</b> No	Executive 12 Jan 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
<p>** Medium Term Financial Plan Stage 1 2027/28 (Including Fees and Charges and Worcestershire Regulatory Services' Budget Recommendations) - Following Consultation  <b>Key:</b> No</p>	<p>Executive 12 Jan 2027</p>		<p>Report of the Assistant Director Finance and Customer Services</p>	<p>Debra Goodall, Assistant Director Finance and Customer Services  Tel: 01527 64252 Ext 3070</p>
<p>Council Tax Base 2027/28  <b>Key:</b> No</p>	<p>Executive 12 Jan 2027</p>		<p>Report of the Assistant Director Finance and Customer Services</p>	<p>Debra Goodall, Assistant Director Finance and Customer Services  Tel: 01527 64252 Ext 3070</p>
<p>Grants to Voluntary Bodies Awarding of Grants  <b>Key:</b> No</p>	<p>Executive 8 Feb 2027</p>		<p>Report of the Assistant Director Community and Housing Services, Assistant Director Environmental and Housing Property Services</p>	<p>Judith Willis, Assistant Director Community and Housing Services  Tel: 01527 64252 ext 3348</p>

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Quarter Three 2026/2027 Housing Improvement Plan Update <b>Key:</b> No	Executive 8 Feb 2027		Report of the Assistant Director Environmental and Housing Property Services, Assistant Director Community and Housing Services	Simon Parry, Assistant Director Environmental and Housing Property Services, Judith Willis, Assistant Director Community and Housing Services Tel: 01527 64252 Ext 3201, Tel: 01527 64252 ext 3348
Quarter Three 2026/2027 Housing Performance <b>Key:</b> No	Executive 8 Feb 2027		Report of the Assistant Director Environmental and Housing Property Services, Assistant Director Community and Housing Services	Judith Willis, Assistant Director Community and Housing Services, Simon Parry, Assistant Director Environmental and Housing Property Services Tel: 01527 64252 ext 3348, Tel: 01527 64252 Ext 3201
** Quarter 3 Financial Monitoring Report 2026/27 <b>Key:</b> No	Executive 8 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070

Decision including Whether it is a key Decision	Decision Taker Date of Decision	Details of Exempt information (if any) and any additional information for noting	Documents submitted to Decision Maker / Background Papers List	Contact for Comments
Council Tax Resolutions 2027/28 <b>Key:</b> No	Executive 8 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070
** Medium Term Financial Plan Stage 2 2027/28 (Including Capital Strategy, Investment Strategy and Treasury Management Strategy) <b>Key:</b> No	Executive 8 Feb 2027		Report of the Assistant Director Finance and Customer Services	Debra Goodall, Assistant Director Finance and Customer Services Tel: 01527 64252 Ext 3070

**Executive**9<sup>th</sup> June 2026**Construction of Redditch Innovation Centre**

Relevant Portfolio Holder	Cllr Matt Dormer
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Rachel Egan, Assistant Director Regeneration & Property
Report Author: Neil Batt	Job Title: Regeneration Project Manager Email: neil.batt@bromsgroveandredditch.gov.uk Contact Tel: 07484 546690
Wards Affected	Central Ward
Ward Councillor(s) consulted	Cllr Sharon Harvey
Relevant Council Priority	Economy and Regeneration
Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. RECOMMENDATIONS**

**The Executive Committee RECOMMEND that:-**

- 1. The Council utilise all available underspend from within the Town Deal programme (as set out in section 2.5) for construction of the Innovation Centre.**
- 2. The Council accept the £2,425,000 Enterprise Zone funding from Birmingham City Council for the construction of the Innovation Centre and incorporate it into the Council's Capital Programme.**
- 3. Subject to the agreement of recommendations 1 and 2, authority be delegated to the Assistant Director Regeneration & Property Services, in consultation with the Section 151 Officer to enter into the necessary contracts and legal agreements required to implement the recommendations within this report.**

**2. BACKGROUND**

- 2.1 In June 2021, Redditch secured an historic investment of £15.6 million Town Deal funding. Town Deal is a national economic regeneration programme designed to reshape towns and secure long-term economic sustainability and growth. The Redditch submission was based on a vision for the transformation of the town summarised in

**Executive**9<sup>th</sup> June 2026

the Town Investment Plan. This investment plan was successful in securing funding for the following projects:

- Redditch Innovation Centre (£8,000,000)
- Redevelopment of Redditch Library Site (£4,200,000)
- Redditch Public Realm (£3,000,000)
- Programme Management Costs (£400,000)

**TOTAL: £15,600,000**

- 2.2 Redditch Innovation Centre will be a brand new 2600m<sup>2</sup> development in Redditch Town Centre. This will provide the platform for innovation and business growth, specifically (but not exclusively) targeting the digital manufacturing sector to create new and improved opportunities for businesses and local residents.
- 2.3 The accommodation will provide a flexible mix of office, lab and workshop space, combined with meeting rooms, networking areas and a café. The centre will also offer additional business support services and specialist shared digital manufacturing equipment, whilst acting as a hub for new and existing businesses to benefit from shared knowledge and experience.
- 2.4 The decision to cancel the redevelopment of Redditch Library site was taken at the Redditch Borough Council Executive Committee meeting on 29<sup>th</sup> July 2024, leaving a £4,200,000 underspend.
- 2.5 The Ministry for Housing, Communities and Local Government (MHCLG) agreed that this underspend could be used to further develop the Innovation Centre with a smaller amount also going towards Redditch Public Realm. This report now seeks agreement on behalf of the Council as lead accountable body to allocate the full £4,200,000 underspend to the Innovation Centre, along with £897,501 underspend from the Public Realm project, and £400,000 programme management costs. MHCLG funding rules allow easy virement of funding between projects within the Town Deal programme. This means the Innovation Centre can utilise funding from elsewhere within the programme, subject to S151 Officer approval alongside internal governance processes.
- 2.6 Members are asked to note that public realm works to Church Green West and Unicorn Hill have been completed within budget.
- 2.7 The Committee is asked to note that MHCLG have extended the deadline to spend Town Deal funding until the end of March 2028.

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- 2.8 In consideration of the above, the Innovation Centre has been redesigned to increase the building in size resulting in additional economic benefits and overall sustainability.
- 2.9 Speller-Metcalf were appointed to work alongside the design team to complete the Stage 4 designs (via Procure Partnerships Framework), in line with the decision taken by Executive Committee on 8<sup>th</sup> July 2025. Stage 4 designs are now in place and we are currently in the process of agreeing final costs for construction.
- 2.11 This report seeks delegated authority to proceed to the construction phase, subject to agreement of final costs, within the budget framework set out in the exempt appendix. Construction is profiled to commence Summer 2026 with an anticipated 70-week programme, completing Autumn 2027. This work will be contracted via a JCT (Joint Contracts Tribunal) Design and Build 2024 Contract.
- 2.12 The project includes £2,425,000 from the Enterprise Zone Regional Investment Funding (EZRIF), now being managed by Birmingham City Council (BCC). This amount was approved by the Enterprise Zone Partnership Board in December 2025 and ratified by Birmingham City Council's (BCC) Cabinet on 20<sup>th</sup> January 2026. This report requests agreement to accept and spend all grant funding received from BCC on the construction of the Innovation Centre in line with the agreed business case. This funding forms part of the overall project budget, with detailed financial information set out in the exempt appendix
- 2.13 The Committee is also asked to note the project secured an additional £30,435 UKSPF (United Kingdom Shared Prosperity Funding), which was utilised as a contribution towards site enabling works which have already been carried out.

**3. FINANCIAL IMPLICATIONS**

- 3.1 Construction costs are to be funded by a combination of Town Deal, Enterprise Zone Regional Investment Fund (EZRIF) now managed by Birmingham City Council and Regeneration Reserves.
- 3.2 Construction costs are being developed in line with pre-agreed benchmarked rates which will be reviewed and validated by the Procure Partnerships framework. Additional checks and balances are also taking place including transparent pricing and specialist monitoring, to ensure continued value for money. The Council is also utilising specialist cost consultancy input from Gleeds to represent the Council in negotiating and agreeing final costs with Speller Metcalfe in line with the Stage 3 cost plan and pre-agreed rates. The Council

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reserves the right to source further quotes or tender the works in the event of not reaching an agreement with Speller Metcalfe on final costs.

- 3.3 MHCLG funding needs to be spent by the end of March 2028. EZRIF funding (now managed by BCC) is profiled to be spent in the 2027/28 financial year.

**4. LEGAL IMPLICATIONS**

- 4.1 The Council's procurement and legal team will remain involved with this process to ensure that best value is demonstrated in line with the Council's Contract Procedure Rules.
- 4.2 Work will be contracted via a JCT Design and Build 2024 Contract. Officers will work closely with legal services in determining the most appropriate contractual arrangements and protections.

**5. OTHER - IMPLICATIONS****Local Government Reorganisation Implications**

- 5.1 Assets and ongoing management responsibility for the new Innovation Centre will transfer to the new authority.

**Relevant Council Priority**

- 5.2 The proposals detailed in this report align with the Council's Corporate Priority "Economy and Regeneration". It is a key project for the Council and will support delivery of objectives to support and encourage new start-up businesses, attract businesses to locate in Redditch and increase footfall in the town centre.

**Climate Change Implications**

- 5.4 The Innovation Centre remains on track to achieve a Building Research Establishment Environmental Assessments Method (BREEAM) Excellent rating. This reflects the project's commitment to climate-responsive design, as the standard integrates rigorous requirements on energy efficiency, carbon emissions, climate resilience, and sustainable resource use.

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- 5.5 AHR Architects are the lead designers of the building and have ensured that designs are environmentally friendly and in line with local and national climate change policies. The design has been through a whole life carbon assessment to minimise the embodied carbon within the building. The super structure has been designed to bring maximum efficiency and reduce material weight. This is achieved by reducing spans where possible to reduce the size of beams and columns. High carbon materials like aluminium have been avoided in favour of long-life and recyclable products like brick.
- 5.4 The building follows a fabric first approach to maximise the sustainability credentials through: a regular, efficient form factor; highly insulated walls (0.15 W/m<sup>2</sup>K), floor (0.15 W/m<sup>2</sup>K), and roof (0.15 W/m<sup>2</sup>K); high-performing windows (1.3 W/m<sup>2</sup>K) and doors (1.6 W/m<sup>2</sup>K); and passive solar measures to reduce overheating. It will be fully electric and follow its ventilation, heating, cooling and water systems, which will be low-energy, efficient systems that follow sustainable principles. It will be a sealed (air tightness target 3.5m<sup>3</sup>/hm<sup>2</sup> @50Pa), mechanically ventilated building that has a high degree of control to individual spaces that seeks to maintain a consistent and comfortable internal temperature. Heat recovery, whilst ventilating the building, is done through individual Mechanical Ventilation and Heat Recovery (MVHR) units within tenant spaces and central air handling for landlord spaces. Air source heat pumps provide low-temperature heating to spaces via fan-coil units or wet radiators depending on the space.
- 5.5 Note that the designs include a photovoltaic (PV) array on the roof of the building.

**Equalities and Diversity Implications**

- 5.6 An Equality Impact Assessment has been carried out and has not identified any adverse equality or diversity impacts arising from this project. The Innovation Centre will be open to all businesses and individuals, and it is intended to support inclusive economic growth across Redditch. Although the Centre is not aimed at specific groups, it offers the opportunity to widen access to skills, employment and innovation-led opportunities for a broad range of residents. Equality considerations will continue to be kept under review as the Centre becomes operational, to ensure it remains accessible, fair and inclusive in practice.

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**4. RISK MANAGEMENT**

5. There is an up-to-date costed risk register which is held by the project team and reviewed at regular intervals.

**6. APPENDICES and BACKGROUND PAPERS**

Appendices

Appendix 1 – Exempt Information

Background Papers:

“Redditch Town Investment Plan Business Cases” report to the Executive Committee on 28<sup>th</sup> June 2022

[Issue - items at meetings - Redditch Town Investment Plan Business Cases](#)

“Use of £300k of the Economic Development Reserve for feasibility studies at Matchborough, Winyates and Woodrow” report to Executive Committee 26<sup>th</sup> November 2024

[Medium Term Financial Plan 25-6 to 27-8 Tranche 1 - Final - covering report only.pdf](#)

“Digital Manufacturing Innovation Centre – Appointment of Design and Build Contractors for Stage 4 Designs” report to the Executive Committee on 8<sup>th</sup> July 2025:

[Issue details - Digital Manufacturing and Innovation Centre \(DMIC\) – Appointment of Contractor for Stage 4 Designs](#)

“Digital Manufacturing Innovation Centre – Proposed Project Changes” report to the Executive Committee considered on 13<sup>th</sup> May 2025:

[Link to covering report - Executive Committee 13th May 2026](#)

“Appointment of Design Team and Project Managers – Towns Fund Schemes”, report to the Executive Committee considered on 9<sup>th</sup> January 2024: [Link to the covering report to the Executive Committee - 9th January 2024](#)

Town Investment Plan: [Town Investment Plan submission | Redditch Town Deal](#)

**Executive**9<sup>th</sup> June 2026**9. REPORT SIGN OFF**

<b>Department</b>	<b>Name and Job Title</b>	<b>Date</b>
Portfolio Holder	Cllr Sharon Harvey	13/05/26
Lead Director / Assistant Director	Rachel Egan (Assistant Director Regeneration and Property Services)	30/04/26
Financial Services	Debra Goodall (Assistant Director Finance and Customer Services)	30/04/26
Legal and Democratic Services	Nicola Cummings, Principal Solicitor – Governance Claire Green, Principal Solicitor – Contracts, Commercial and Procurement Jess Bayley-Hill – Principal Democratic Services Officer	01/05/26
Policy Team (if equalities implications apply)	Rebecca Green	29/04/26
Climate Change Team (if climate change implications apply)	Matthew Eccles	30/04/26

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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