

additional papers 1



Overview and Scrutiny Committee

Mon 7 Sep
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, 7th September, 2026
6.30 pm
Oakenshaw Community Centre

Agenda

Membership:

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

- 5. RBC Equality Strategy 2026-2028 (including Engagement Policy) - Pre-Decision Scrutiny (Pages 5 - 34)**
- 6. Redditch Town Centre Strategy - Pre-Decision Scrutiny (Pages 35 - 56)**
- 7. Housing Decant Policy - Pre-Decision Scrutiny (Pages 57 - 88)**
- 8. Q1 2026/27 Housing Performance and Improvement Plan Update - Pre-Decision Scrutiny (Pages 89 - 126)**

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Executive

8th September 2026

Equality Strategy 2026-2028 (inc. Engagement Policy)

Relevant Portfolio Holder	Councillor Matthew Dormer (Leader)
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Hannah Corredor
Report Author	Job Title: Performance & Improvement Manager Contact email: h.mole@bromsgroveandredditch.gov.uk Contact Tel: 01527 881685
Wards Affected	All
Ward Councillor(s) consulted	N/A
Relevant Council Priority	High-Quality Services
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 RECOMMEND that: -

1) The Equality Strategy 2026 – 2028 (including the Engagement Policy) be approved.

2. BACKGROUND

- 2.1 The Council previously operated under an Equality Strategy covering the period 2022-2026 and an Engagement Strategy from 2022 to 2025. These strategies have helped embed equality considerations across service delivery, decision-making, engagement and workforce practices. As those strategies have now reached the end of their intended timeframe, an updated Equality Strategy, which includes the Engagement Policy as an appendix, have been developed for 2026-2028.
- 2.2 Progress and achievements from the previous strategies will be reported through the Councils' annual reporting arrangements alongside future updates on delivery of the new strategy.
- 2.3 The Equality Strategy is supported by an Action Plan, which brings together activity taking place across Council services to deliver the authority's equality objectives. The Action Plan enables more consistent monitoring of progress under each objective and enables the Council to demonstrate to residents how equality considerations are being embedded within the authority's work.
- 2.4 The refreshed Engagement Policy is included as an appendix to the Equality Strategy, demonstrating how effective equality work depends on high-quality insight and an understanding of the needs and experiences

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of different communities. It sets out how the Council will undertake inclusive and meaningful engagement so that the insight gathered from residents, community groups, partners, and staff can inform Equality Impact Assessments, service improvement activity and wider decision-making.

- 2.5 Housing Services has a dedicated Engagement Strategy for Redditch tenants which aligns with and complements the corporate approach, whilst also meeting the specific requirements of the Regulator of Social Housing

3. OPERATIONAL DETAIL

- 3.1 Both documents build on the Council's existing equality and engagement work and reflect learning from residents, community groups, partners, and staff over the four-year period of the last strategy. They provide an updated framework for ensuring equality, accessibility and community insight from approval until unitarisation in 2028.

- 3.2 The strategy sets out four equality objectives for 2026-2028:

- Continue to deliver fair and accessible services.
- Strengthen inclusive engagement and communication.
- Improve understanding of communities and support inclusion.
- Support an inclusive and representative workforce.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no direct financial implications. However, where future actions arising from the Equality Action Plan or engagement activity require additional resources, these will need to be considered through the relevant service planning, budget setting or decision-making process.

5. LEGAL IMPLICATIONS

- 5.1 The Equality Strategy supports the Council in meeting the authority's responsibilities under the Equality Act 2010 and the Public Sector Equality Duty. The Duty requires local authorities to eliminate discrimination, advance equality of opportunity and foster good relations between different groups.
- 5.2 Approval of these documents will provide a clear framework for demonstrating that equality, accessibility and community engagement are embedded within policy development, service delivery and decision-making across the Council.

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6. OTHER - IMPLICATIONS

Local Government Reorganisation

- 6.1 Both documents recognise the importance of maintaining a consistent approach to equality, accessibility and community engagement during the upcoming transition through Local Government Reorganisation into a North Worcestershire unitary council.

Relevant Council Priority

- 6.2 The Equality Strategy and Engagement Policy contribute to the delivery of high-quality services.
- 6.3 Together, they help ensure services are informed by the needs and experiences of residents, support continuous improvement and promote fair, effective, and inclusive service delivery across the Council.

Community Impact

- 6.4 The strategies will have a positive impact on local communities by helping the Council to better understand local needs, support inclusion and ensure that services and decisions are informed by the views and experiences of residents. This contributes to community well-being and cohesion across the Borough.

Climate Change Implications

- 6.5 There are no direct climate change implications arising from the approval of the Equality Strategy and Engagement Policy. The documents do not commit the Council to any specific projects, developments or operational activities that would directly affect greenhouse gas emissions, energy consumption or climate adaptation measures.
- 6.6 However, the principles set out within the Equality Strategy and Engagement Policy support inclusive decision-making and engagement, which can help ensure that the impacts of climate change and environmental changes on different communities are better understood. This is particularly relevant for groups who may be disproportionately affected by extreme weather, fuel poverty, poor housing conditions or other climate-related risks.
- 6.7 Future actions, policies or projects developed under the framework of these documents will continue to be considered on their individual merits and, where appropriate, will be subject to separate assessment of climate change implications.

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Equalities and Diversity Implications

- 6.8 The subject matter of this report is directly concerned with equality, diversity and inclusion.

7. RISK MANAGEMENT

- 7.1 Without an up-to-date Equality Strategy and Engagement Policy, there is a risk that the Council cannot clearly demonstrate how equality and engagement considerations are embedded. This could increase the risk of inconsistent practice across services and reduce assurance that the Council is meeting its obligations under the Equality Act 2010 and Public Sector Equality Duty.

- 7.2 The approved documents will help mitigate these risks by providing a clear and consistent framework for considering equality impacts, engaging with residents and communities and supporting informed decision-making. The Action Plan will also support the delivery and monitoring of identified priorities over the life of the Strategy.

8. APPENDICES and BACKGROUND PAPERS

Appendix A - Equality Strategy 2026-2028
Appendix 1 - Engagement Policy 2026-2028

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Matt Dormer (Leader)	July 2026
Lead Director / Assistant Director	Hannah Corredor	03/08/26
Financial Services	Paul Earley	04/08/26
Legal Services	Claire Felton	05/08/26
	Emily Payne	N/A

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Policy Team (if equalities implications apply)	Engagement & Equalities Advisor Helen Mole Business Improvement Manager	as authors
Climate Change Team (if climate change implications apply)	Matt Eccles, Climate Change Manager .	04.08.26

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Redditch Borough Council Equality Strategy 2026-2028

Title	Redditch Borough Council Equality Strategy 2026-2028
Description	This Strategy sets out our commitment for progressing equality over the next two years.
Created by	Engagement and Equalities Advisor
Date created	May 2026
Maintained by	Engagement and Equalities Advisor
Next Review Date	April 2028

Version number	Modified by	Modifications made	Date modified	Status

If you need this information in another language or format, please contact us and we will do our best to help.

Email: equalities@bromsgroveandredditch.gov.uk Phone: 01527 548284

Foreword

Redditch is a borough with proud communities, diverse experiences and a strong sense of place. As a Council, we want everyone to feel valued, respected and able to access the opportunities, services and support they need to thrive.

This Equality Strategy sets out our commitment to ensuring fairness, dignity and inclusion remain central to everything we do between 2026 and 2028. For our Council, equality means fair treatment and fair access for all residents. It builds on the progress already made across the Council and reflects what we have learned through working with residents, community organisations, partners and staff.

Equality is not a standalone activity. It is part of how we design services, make decisions, engage with communities and support our workforce. This strategy provides a practical framework for continuing that work while recognising the changing environment in which local government operates while recognising the changing environment in which local government operates.

We know there is always more to do. By listening to people, understanding different experiences and considering the impact of our decisions, we can continue to improve services and strengthen community cohesion across the borough.

With Local Government Reorganisation now underway, it is essential that Redditch continues to place fairness, inclusion and a clear understanding of community needs at the heart of decision-making and service delivery.

This strategy will help ensure that equality continues to inform the way we plan services, engage with residents and support our workforce throughout this transition and beyond.

I am pleased to support this strategy and look forward to working with residents, community organisations, businesses, partners and colleagues to help deliver its objectives.

Councillor Matt Dormer

Leader of Redditch Borough Council

1. Purpose

At Redditch Borough Council, we want everyone to be treated with fairness, dignity and respect. This Equality Strategy sets out how we will continue to do that between 2026 and 2028.

Over recent years, we have listened to residents, community groups and staff to better understand the different needs, experiences and barriers people face. This learning has helped shape how services are delivered, how decisions are made and how we work as an employer. While positive progress has been made, we recognise that there is more to do.

This strategy builds on existing learning and sets a clear direction for continuing to embed equality into everyday Council activity. Our aim is to support a borough where people from all backgrounds can live, work and participate fully, and where individuals and communities feel valued, respected and included.

The strategy will also support the Council during a period of organisational change. By maintaining a clear focus on equality, we can better understand how decisions may affect different people and communities, helping to ensure services remain fair, accessible and responsive to local needs throughout the transition to new local government arrangements.

2. Scope

This strategy applies to everyone who lives in, works in or visits Redditch. It covers all Council services and functions, the Council's workforce and Elected Members.

It reflects the protected characteristics set out in the Equality Act 2010 and supports a consistent approach to equality across all areas of Council activity, including during periods of change.

3. Our Legal Duties and Responsibilities

The Equality Act 2010 provides the legal framework for our work on equality. It protects people from discrimination based on nine protected characteristics and places duties on public bodies.

As a local authority, the Council is subject to the Public Sector Equality Duty. This requires us to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity

- foster good relations between different groups

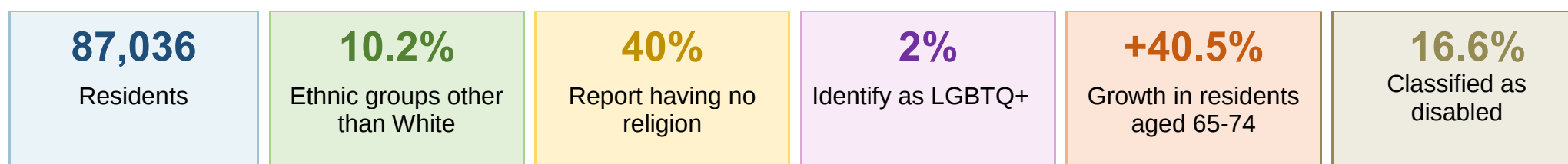
While publishing this strategy helps meet our legal responsibilities, it also reflects our broader commitment to fairness and inclusion. We also recognise that poverty and socioeconomic disadvantage can significantly impact people's lives and opportunities. Although not a protected characteristic in law, this remains an important consideration in how we understand inequality locally.

4. Understanding Redditch Borough

Redditch is a diverse and evolving borough, home to over 87,000 residents, an increase of 3.4% between 2011 and 2021, living across a range of communities and neighbourhoods. Feckenham is the only parish within the Borough, providing a distinct rural community alongside the town's predominantly urban population.

Understanding who our residents are, how the population is changing and where different groups may experience barriers or inequalities is essential to delivering fair, accessible and inclusive services.

Here we have provided an overview of Redditch's population and communities, highlighting key demographic trends and equality-related characteristics. It draws together evidence on age, diversity, disability, caring responsibilities and wider inequalities to help inform decision-making, service planning and the Council's commitment to advancing equality of opportunity across the borough.



Ethnicity and culture

Redditch is becoming more diverse, with more than 1 in 10 residents identifying with ethnic groups other than White. This diversity contributes to the borough's vibrant communities and reflects a range of cultural experiences, languages and perspectives that form an important part of community life.

Faith, belief and identity

A sizeable proportion of residents report having no religion, alongside a range of faith communities, with 48.9% of residents identifying as Christian. This diversity of faith, belief and worldview forms an important part of Redditch's identity and community life.

Sexual orientation

Around 2.0% of residents aged 16 and over identify as LGBTQ+, while 8.1% preferred not to state their sexual orientation or did not answer the question. LGBTQ+ residents form an important part of Redditch's communities and contribute to the diversity of the borough.

Age and life stage

Redditch is home to people at all stages of life, with a median age of 40. The 40.5% increase in residents aged 65 to 74 highlights the borough's ageing population and the importance of accessibility, digital inclusion and wellbeing.

Disability, health and caring

Disability, long-term health conditions and caring responsibilities are an important part of many residents' lives. Redditch is home to 7,562 unpaid carers, representing 9.1% of residents aged 5 and over, with 2.9% providing 50 hours or more of care each week, supporting family members, friends and neighbours.

Socio-economic inequality

While Redditch has many strengths, opportunities and outcomes are not experienced equally across the borough. Differences in income, deprivation, housing, health and digital access can affect people's life chances, with some communities facing greater barriers than others.

Source: ONS Census 2021 dataset via Nomis

While Redditch benefits from diverse communities, strong local identities and a growing population, the data also demonstrates the importance of understanding how age, disability, caring responsibilities, ethnicity, faith, sexual orientation and wider socio-economic factors can influence people's experiences and opportunities. This evidence provides an important foundation for delivering fair, inclusive and accessible services and for shaping the priorities of the Equality Strategy.

5. Equality in Practice: What We Have Learned

Between 2022 and 2026, equality considerations increasingly informed how services were designed, delivered and reviewed across Redditch. Insight from residents, partners and staff supported improvements in access, fairness and service responsiveness.

The examples below show how equality has been embedded across key service areas, demonstrating a practical and joined-up approach rather than isolated initiatives.

5.1 Housing, Regeneration and Local Development

The Council made significant progress in improving access to affordable, secure and good quality homes while regenerating key community assets. This included the delivery of 19 new Council homes in Church Hill, providing accessible and affordable housing for families, older residents and those with the greatest need.

The transformation of the Town Hall into a modern community hub will bring NHS services, Council departments and community spaces together in one accessible location, reducing barriers to essential services and supporting joined-up delivery. A three-year financial plan protected key services and enabled continued investment in regeneration during periods of economic uncertainty.

Improvements to the Redditch Homes allocations system, including clearer guidance and eligibility criteria, strengthened fairness, transparency and access for vulnerable applicants.

5.2 Economy, Skills and Innovation

Investment in skills and innovation supported more inclusive economic growth. The Council secured over £16 million for the development of the Digital Manufacturing Innovation Centre, contributing to job creation, business growth and skills development for young people and small and medium-sized enterprises.

The introduction of a new Council Plan, with priorities focused on community, housing, green and safe spaces and prosperity, guided improvements to public spaces, access to skills and employability opportunities, particularly benefiting residents who face barriers to work or economic participation.

5.3 Community Engagement, Planning and Participation

The Council strengthened community voice through accessible engagement opportunities. The Local Plan roadshow, delivered across nine locations alongside an online platform, enabled residents to play an active role in shaping development up to 2043 and broadened participation among people less able to engage in traditional consultations.

Free family events, including the Arrow Valley Lights Trail, created inclusive opportunities for residents of all ages and backgrounds to participate in community life, supporting social cohesion and accessible leisure.

5.4 Cost of Living Support and Financial Resilience

Recognising the impact of the cost-of-living crisis, the Council delivered a coordinated response to provide accessible support and guidance. Through a multi-channel approach, including partnership leaflets, online resources, community outreach and work with local voluntary and community organisations, the Council helped residents, including those who may be digitally excluded, to access financial and practical support.

The Government's Household Support Fund (HSF), which operated until March 2026, provided targeted assistance to residents experiencing financial hardship. Working with Citizens Advice Bromsgrove and Redditch and local voluntary and community sector organisations, the Council helped distribute almost £348,000 of support during the final phase of the programme, including £124,000 through local community organisations and £220,000 in direct payments to eligible households. Support was delivered through a range of initiatives including foodbanks, food pantries, warm spaces and household support schemes, helping residents most affected by rising living costs.

Although HSF has now ended, the Council continues to work with Worcestershire County Council and local partners to help residents access support through the Crisis and Resilience Fund and other available assistance programmes.

5.5 Voluntary, Community and Partnership Support

The Council continued to champion voluntary and community organisations, recognising their vital role in promoting equality and supporting residents facing disadvantage. The Voluntary and Community Sector Grants Programme was expanded, offering grants of up to £10,000 to organisations including carers' services, debt advice providers, food pantries, older people's support and family services. Ring-fenced funding for smaller grassroots organisations improved equitable access to funding and ensured groups supporting protected and under-represented communities were not disadvantaged.

5.6 Health, Leisure and Inclusion

The Council worked to maintain and improve access to inclusive leisure and wellbeing services. The Council has continued to support and enhance access to inclusive leisure and wellbeing services. Through the Redditch Play Audit and Investment Strategy, work is underway to improve inclusive and accessibility across all play areas where possible, with Arrow Valley achieving elements of the PiPA (Plan Inclusive Play Areas) accreditation. Through Rubicon Leisure the Council offers a range of inclusive health and wellbeing activities including Cancer Rehab, Escape Pain and Exercise on Referral and offers financial inclusivity through the Active Redditch Card providing reductions up to 100%.

5.7 Workforce Development and Organisational Culture

The Council continues to promote a working environment based on fairness, dignity and respect. Learning and leadership activity, including Dignity at Work training, supports a culture where equality is part of everyday practice and service delivery. Further detail on the Council's approach as an employer is set out in section 8.

5.8 Impact and Learning

Taken together, this work shows how Redditch Borough Council has continued to embed equality, inclusion and fairness into everyday practice. The activity delivered between 2022 and 2026 reflects learning from previous strategies, engagement with residents, community organisations and staff, and a growing understanding of what helps people access services, opportunities and support in different ways.

This work demonstrates how equality considerations are increasingly embedded in how the Council plans, delivers services and works with partners.

The learning from this period provides a strong foundation for the Equality Objectives set out below and will continue to inform how the Council develops its approach in a proportionate and practical way.

6. Equality During Change

Redditch Borough is entering a period of significant change as preparations continue for the transition to a new unitary authority in North Worcestershire from April 2028. Throughout this period, equality will remain an important consideration in how services are planned, reviewed and delivered. Understanding how different residents and communities experience change will help ensure decisions are informed by local evidence, community insight and an awareness of potential barriers.

We recognise that change can affect people in different ways. Factors such as age, disability, health, caring responsibilities, income, language and digital access can influence how people access services, information and opportunities to participate in community life and local decision-making. Considering equality impacts at an early stage helps us better understand these differences and supports fair, accessible and inclusive outcomes.

We will continue to work with residents, community organisations, partners and staff to understand lived experiences and identify emerging issues as plans develop. This will help ensure that the diverse needs of Redditch's communities continue to be understood and considered throughout the transition, while ensuring local insight helps inform future planning and decision-making.

Equality will also remain an important consideration for our workforce. As organisational arrangements evolve, we will continue to support staff through fair processes, clear communication and access to appropriate wellbeing, learning and development opportunities.

The Council will continue to make appropriate use of digital technology to support service delivery and decision-making. Where digital tools are used, they will be applied in a proportionate and transparent way, with appropriate safeguards, human oversight and consideration of accessibility and inclusion.

7. Equality in Service Delivery

The Council aims to deliver services that are fair, clear and accessible. This involves taking a proportionate and practical approach to equality when services are designed, reviewed and delivered, building on the learning outlined earlier in this strategy.

7.1 Thinking about Equality in Decisions

The Council has an established Equality Impact Assessment (EIA) process to help ensure equality considerations are taken into account when developing policies, reviewing services and making decisions. Equality Impact Assessments help the Council understand how proposals may affect different people and communities, identify potential barriers and consider opportunities to promote equality, inclusion and accessibility.

Equality Impact Assessments form part of the Council's decision-making framework and are completed for key decisions taken by Executive and Council, as well as for other proposals where there may be a significant impact on residents, communities or employees. The level of assessment undertaken will be proportionate to the scale, nature and potential impact of the proposal being considered.

The Council provides equality guidance, supporting templates and access to advice to help officers consider equality impacts in a practical and proportionate way. Rather than taking a rigid, one-size-fits-all approach, officers are expected to be able to explain how equality has been considered, drawing on available evidence, engagement findings, local knowledge and professional judgement where appropriate.

This reflects the Council's legal duties while recognising the realities of service delivery and decision-making. Equality considerations are particularly important when services are reviewed, redesigned or reduced, and as Local Government Reorganisation progresses. Considering equality at an early stage helps the Council understand potential impacts on residents, communities and the workforce and ensures these are reflected in planning, decision-making and service delivery.

7.2 Using Equality Information and Learning

The Council publishes equality information each year to show how equality is being considered across its work. This includes information about the Council's workforce, such as the gender pay gap and, where appropriate, people who use its services.

Reviewing this information helps build understanding of how different groups experience employment and access services, and where barriers may exist. Equality monitoring also highlights gaps in understanding and where further insight could be helpful. Monitoring activity remains proportionate and focused on supporting learning and improvement rather than meeting targets for their own sake.

7.3 Equality in Commissioning and Procurement

Many services are delivered by partner organisations, and the way services are bought and commissioned can influence people's experiences. When procuring goods and services, whether delivered directly by the Council or on its behalf, the Council considers equality, fairness and accessibility in a proportionate way.

Suppliers and partners are expected to share a commitment to inclusive and respectful practice and to meet their responsibilities under equality law. By being clear about expectations and encouraging fair access to opportunities, including for local businesses and community organisations, the Council seeks to ensure public money is used responsibly and supports positive outcomes for people who live, work or visit the borough.

8. Equality as an Employer

Our workforce plays a vital role in delivering services. Creating an inclusive working environment helps staff feel respected, supported and able to do their best work.

As the Council prepares for the transition to a new unitary authority, we will continue to support staff through fair processes, clear communication, opportunities to engage with change and access to wellbeing and development support. We recognise that organisational change can affect people differently and will continue to consider equality, diversity and inclusion throughout the transition. This learning-based approach will help support staff wellbeing, resilience and fair decision-making.

Embedding equality within workplace culture helps ensure the Council remains a place where people feel respected, valued and supported to work collaboratively, contribute their skills and experience, and deliver inclusive, high-quality services for our communities.

8.1 Equality in Everyday Employment Practice

The Council has a range of employment policies that apply to all staff and prospective employees. These policies set shared expectations around behaviour, fairness, support and accountability, helping to create a working environment that is inclusive and respectful.

Rather than being viewed as stand-alone documents, these policies support everyday practice — guiding how people are treated, how issues are addressed and how decisions are made. They cover areas such as equality of opportunity, dignity at work, flexible working and work-life balance, and provide a framework for preventing and addressing discrimination, bullying and harassment. The Council keeps these policies under review to ensure they continue to reflect how the organisation works and evolves.

8.2 Learning and Support for an Inclusive Workplace

An inclusive working culture relies on people having the confidence, awareness and understanding to apply equality principles in their roles. Equality learning supports this by encouraging reflection on how behaviours and decisions affect colleagues and the communities the Council serves.

The Council's approach to learning is shaped by its wider values and culture, and is embedded through a range of activity, including Dignity at Work training, induction, refresher learning, targeted workshops and access to guidance and resources. This supports a consistent approach across the organisation, in the same way that equality learning informs service design and delivery.

This approach helps to:

- promote fair and respectful behaviour at work
- support inclusive leadership by managers and Members
- recognise and value different perspectives and experiences
- build confidence in addressing issues such as discrimination, bullying or harassment
- maintain a working environment where people feel safe, valued and supported

Supporting an inclusive workplace will remain important throughout the transition to a new unitary authority. We will continue to provide staff with learning, guidance and support that helps them understand and apply equality principles in their day-to-day roles. Maintaining a positive and inclusive culture will help support staff wellbeing, resilience and fair decision-making, while ensuring employees feel respected, valued and able to continue delivering high-quality services for our communities.

9. Engagement and Listening

Listening to residents, staff, service users and partners helps the Council make informed and inclusive decisions. Engagement is about learning what matters to people and understanding how Council decisions may affect them. By hearing from a wide range of voices, the Council can build a better picture of local needs and use this insight to help shape services, policies and partnership work where appropriate.

9.1 How We Approach Engagement

The Council's Engagement Policy sets out how engagement is planned and delivered. It reflects learning from previous consultation activity and supports an approach that is flexible, proportionate and suited to different communities.

Engagement is planned based on who the Council needs to hear from and the most appropriate ways to involve them. In practice, this means the Council seeks to:

- plan engagement proportionately and make effective use of available resources
- encourage participation from a wide range of people, including those less likely to take part

- provide suitable opportunities for involvement, recognising different needs and circumstances

Good engagement is not just about collecting feedback. It is also about being open and realistic about what can be influenced, and using what people tell us to improve understanding over time. The Council seeks to be clear about why engagement is taking place and how feedback will be used to help manage expectations.

Where appropriate, engagement insight is considered alongside other information to help inform decisions within available resources. Over time, this approach supports stronger relationships with communities and more meaningful ongoing conversations.

For Council tenants, engagement is supported through the Housing Services Tenant Engagement Policy and dedicated tenant engagement arrangements, which provide opportunities to influence housing services and decisions that affect them. These arrangements complement this Strategy and Engagement Policy, supporting the requirements of the Regulator of Social Housing. Alongside wider engagement activity, these arrangements help ensure that tenants' experiences and perspectives continue to inform service development and improvement.

By listening to people and learning from their experiences, we can continue to develop services and policies that are responsive to the communities we serve.

10. Measuring Progress

Measuring progress helps the Council understand how well it is meeting its commitment to equality, accessibility and inclusion. We use information, feedback and insight to understand how people experience our services, identify areas of good practice and highlight where further action may be needed. Sharing this information helps support openness, learning and informed decision-making.

The Equality Strategy 2026-2028 builds on the learning, achievements and experience gained through the Council's Equality Strategy 2022-2026, while responding to current priorities and future challenges.

An annual update on progress against this strategy will be provided through the Council's reporting arrangements. This will include key achievements from both the current and previous Equality Strategy, helping to demonstrate the difference this work is making, support accountability and identify opportunities for further improvement.

As the strategy is implemented, we will continue to review and strengthen our activities in response to feedback, emerging needs, changing legislation and best practice. In terms of measuring success, we will develop a performance evaluation and reporting framework which will align with the priorities set out in the strategy.

11. Equality Objectives 2026-2028

The Council publishes equality objectives to guide its approach to equality, diversity and inclusion over the period 2026 to 2028. These objectives provide a clear focus for how the Council will continue to embed equality in its work, particularly as it operates within a changing local government context.

Objective 1: Continue to Deliver Fair and Accessible Services

The Council will continue to ensure services are as fair and accessible as possible by identifying and addressing barriers where reasonable and proportionate to do so. Services will be kept under review to ensure they remain responsive to the needs of local communities.

Objective 2: Strengthen Inclusive Engagement and Communication

The Council will continue to develop its approach to engagement and communication so that people can stay informed and share their views. This will be delivered in line with the Council's engagement approach (Section 9), supporting fair opportunities for residents to participate in local decision-making.

Objective 3: Improve Understanding of Our Communities and Support Inclusion

The Council recognises the diversity of people, experiences and backgrounds within the borough. Building on existing insight, partnerships and community relationships, the Council aims to improve its understanding of how different people experience services and community life. This will help support inclusion, promote respect and strengthen community cohesion, contributing to a borough where people feel welcomed and valued.

Objective 4: Support an Inclusive and Representative Workforce

The Council will continue to support a working environment where employees feel respected, supported and able to contribute, promoting fairness across recruitment, development and progression and maintaining an inclusive workplace culture.

12. Equality Action Plan

The Equality Action Plan translates these objectives into practical actions. It focuses on continuing to embed equality into everyday work, supporting learning and preparing for future change. The plan will be kept under review to ensure it remains relevant, proportionate and effective.

13. Contact Us

We welcome feedback and involvement from residents, partners and community groups.

Email: equalities@bromsgroveandredditch.gov.uk Phone: 01527 548284

If you need this information in another format or language, please contact us and we will do our best to help.

Equality Action Plan 2026 - 2028		
Theme	What we will continue to do	Examples of how these are being delivered
Understanding Our Communities Better <i>(Supports Objectives 1, 2 & 3)</i>	- Use available information (including service feedback, engagement, complaints and partner insight) to understand how people experience services and identify any differences between groups - Apply this understanding to inform service planning, review and improvement - Where analytical tools or AI-supported insight are used, remain mindful of limitations and potential bias, and balance this with professional judgement and local knowledge. - Use available evidence to consider equality impacts linked to service change, including work associated with the Local Government Reorganisation.	Equality Impacts: Equality considerations built into quarterly performance and service monitoring reports to support informed decision-making. Service Feedback and Complaints Data: Using feedback and complaints data to identify recurring themes and improve services, including understanding differing experiences across groups. Equality Data and Evidence: Using available data proportionately to inform service planning, policy development and Local Government Reorganisation activity. Family Hub Services: Using tools such as pre and post questionnaires to measure the outcomes, understand impact and improve delivery Using Insight to Inform Strategy: Applying consultation findings and local evidence to inform strategies including in our Shared Homelessness Strategy.
Making Our Services Easier to Access and Use <i>(Supports Objectives 1 & 2)</i>	- Apply the Council's approach to equality (Section 7) within service design and policy development. - Use feedback and insight to identify and address barriers to access where reasonable and proportionate - Communicate clearly with residents about service changes, including those connected to the Local Government Reorganisation.	Inclusive Play Audit: Improving accessibility in public spaces by identifying and addressing barriers to access. Town Hall Refurbishment: Improving physical access, including face to face reception desk, to services following the reopening of the Town Hall.

	- Where reasonably practicable, ensure public-facing information reflects accessibility guidance and good practice. - Keep services under review to help understand how changes may affect different residents and communities over time.	Equality in Decision-Making: Equality considerations embedded within committee reports to support transparent and informed decisions. Consultation and Service Design: Engagement activities such as the Local Plan consultation used to shape services and policies based on resident feedback. Clear and Accessible Communication: Providing information in plain English and accessible formats when services or policies change. Family Hubs: Offering tailored approaches e.g. 1:1, home visits to ensure services are accessible to a wider range of residents.
Listening to People and Supporting Their Involvement <i>(Supports Objectives 2 & 3)</i>	- Deliver engagement activity in line with the Council's approach (Section 9), providing opportunities for people to be involved in local decision-making - Work with voluntary, community, cultural and faith organisations to support dialogue and improve understanding - Where appropriate, use accessible communication tools to help widen participation. - Consider engagement findings alongside other information to help inform decisions and service development over time.	Responsible Landlord: Maintaining safe, secure and well-managed Council homes, while working with tenants through engagement activity, tenant satisfaction surveys and improvements to housing services and allocations processes to better understand and respond to need, supporting sustainable tenancies and fair access to housing. Community Engagement Activity: Delivering engagement linked to major programmes such as town centre regeneration, housing and service planning. Inclusive Engagement Methods: Using a mix of digital and non-digital approaches (e.g. online surveys, paper forms, face-to-face engagement) to reach diverse communities. Corporate and Service Surveys: Using surveys such as the annual Places and Budget Survey's and Tenant Satisfaction Surveys to inform service improvements. Partnership Working: Collaborating with voluntary, community, cultural and faith organisations (e.g. Redditch Community Wellbeing Trust, Family Hub Network). Community Collaboration: Working with residents and groups (e.g. allotment associations) to co-design services and improve local spaces.

Bringing Communities Together and Valuing Differences <i>(Supports Objectives 2 & 3)</i>	• Support inclusion and community cohesion through partnership-led activity, where resources and capacity allow. • Maintain awareness of hate crime reporting processes and use available information to help understand local issues and trends. • Continue to engage with voluntary and community sector organisations during periods of change. • Ensure Council communications are respectful and inclusive, including where AI-supported tools are used	Pride in Place: Delivering long-term investment in Greenlands and Woodrow to improve community facilities, regenerate spaces and support inclusive, resident-led change. Community Grants: Supporting voluntary and community sector activity through local grant funding. Community Safety and Prevention: Delivering coordinated programmes to support inclusion and safety, including prevention activity, awareness campaigns, Designing Out Crime initiatives and partnership working through the Safer Redditch Partnership. Neighbourhood Services and Local Environment: Providing visible reassurance through Neighbourhood Wardens, helping to reduce anti-social behaviour and improve local environments, supported by Environmental Visual Audits. Hate Crime Awareness and Reporting: Promoting awareness, improving reporting and ensuring accessible systems through engagement and campaigns. Community Engagement and Involvement: Delivering events, outreach and engagement activity to raise awareness, alongside supporting volunteering, community-led initiatives and groups (including SEND networks) with resources, venues and connections.
Supporting our Workforce and Building an Inclusive Workplace <i>(Supports Objective 4)</i>	• Use workforce equality information to understand staff experiences and identify patterns over time • Support managers and Elected Members to apply fair and inclusive leadership in practice • Build on existing learning and development activity to promote inclusive ways of working, support wellbeing and encourage fair treatment at work. • Where new technology is used in workforce-related processes, consider potential equality implications and maintain appropriate human oversight.	Workforce Data and Insight: Improving equality data within HR systems to better understand staff experiences and inform workforce planning. Training and Development: Delivering equality, diversity and inclusion training to staff, managers and Members to support inclusive leadership. Wellbeing Support: Promoting the Employee Assistance Programme and wider wellbeing support to staff. Inclusive Policies: Ensuring HR policies reflect inclusive practice and support fairness.

	Continue to promote awareness of wellbeing support and encourage a working environment where staff feel able to seek support when needed.	Staff Engagement: Delivering the annual Staff Survey and using findings to improve workplace culture and staff experience.
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Please note that, following approval, this document will be formatted and branded by the Graphics team.



Redditch Borough Council

Engagement Policy

2026-2028

Title	Redditch Borough Council Engagement Policy 2026-2028
Description	This policy sets out the Council's approach to delivering inclusive and meaningful community engagement over the period 2026–2028.
Created by	Engagement and Equalities Advisor
Date created	May 2026
Maintained by	Engagement and Equalities Advisor
Next Review Date	April 2028

Version number	Modified by	Modifications made	Date modified	Status

If you need this information in another language or format, please contact us to discuss how we can best meet your needs. Email: equalities@bromsgroveandredditch.gov.uk or Phone: 01527 548284

1. Purpose

At Redditch Borough Council, we want people to feel informed, heard and able to influence decisions that affect their lives. Engagement plays an important role in helping us understand what matters to people, how services are experienced and how decisions may affect different communities. This insight strengthens the evidence we use and supports fair, practical and responsive decision-making.

This Engagement Policy builds on the work we have already delivered, and the learning gained from previous engagement activity. Over recent years, we have developed a more consistent and inclusive approach, improving how we involve residents, communities and partners in shaping local services and decisions. This experience has helped us create a more practical and joined-up way of working, which this policy now sets out and strengthens for the period 2026 to 2028.

As we continue to develop our approach, we are focused on making it easier for people to take part in engagement and maintaining the relationships we have built with communities and partners. We will continue to listen carefully, particularly to underrepresented voices, and be open about how feedback is used. By doing this consistently, we aim to strengthen trust and ensure engagement is meaningful and valued.

This policy also supports the Council through one of the most significant periods of change in local government in Worcestershire. Following the Government's decision to replace the existing county and district councils with two new unitary authorities from April 2028, engagement will play a vital role in ensuring residents, communities, businesses and partners remain informed, involved and able to influence how services and local priorities develop. By maintaining a clear, consistent and inclusive approach to engagement, we will help ensure local voices continue to inform decision-making throughout the transition and beyond.

2. Scope

This policy applies to all consultation and engagement activity undertaken or commissioned by Redditch Borough Council between 2026 and 2028, where we are seeking to understand views, inform decisions or improve services. Activity may range from statutory consultation to more informal engagement and may take place at a corporate, service, or local level.

Engagement may be undertaken to meet statutory requirements or to support service improvement and community involvement. It plays an important role in understanding views and informing policies, priorities, services, budgets, and decision-making, including supporting Equality Impact Assessments.

This policy applies to external consultation and engagement activity only. It does not cover internal consultation within the organisation, such as matters relating to employee pay and conditions, which are managed separately through Human Resources. Consultation on planning applications, the Local Plan, and Traffic Regulation Orders is also outside the scope of this policy.

Across all engagement activity, the Council will take a coordinated and proportionate approach. This includes using established engagement channels and partnerships, encouraging participation from a wide range of people, and using a mix of methods to reflect different needs and circumstances. The Council will be clear about what can be influenced and will ensure that feedback is considered alongside other relevant evidence when making decisions.

3. Building on our Successes

Engagement activity in recent years has helped us better understand how people want to take part and what makes engagement effective. We have delivered a range of engagement activity across the Council, including:

- borough-wide consultations such as the Local Plan roadshows, combining face-to-face events with online engagement
- targeted engagement with tenants and service users to inform housing and community safety services
- partnership work with voluntary and community organisations to reach underrepresented groups
- use of surveys, drop-in sessions and community events to support service improvements

We have learned that:

- people are more likely to take part when engagement is clear, relevant and easy to access
- using a mix of online and in-person approaches helps reach a wider range of people
- working with community groups improves reach and trust
- clear communication about what can and cannot change helps manage expectations
- engagement is most effective when it takes place early and is linked to decision-making

This learning shapes how we will continue to develop and improve our approach.

4. Our Responsibilities

National responsibilities

The Council has a responsibility to involve residents and communities in its work. This includes requirements under legislation such as the Equality Act 2010, Local Government Acts and national guidance. We follow established principles of good consultation (the Gunning Principles), ensuring engagement is fair, timely and allows people to give informed views. Alongside this, our approach reflects a wider commitment to being open, transparent and accountable.

What this means locally

In Redditch, engagement supports the Council's priorities and the Equality Strategy and Action Plan. It helps us understand lived experience and consider how decisions may affect different communities. We will continue to strengthen how we:

- reach underrepresented communities
- use insight to inform decisions
- link engagement with equality considerations

A mix of digital and non-digital methods will continue to be used to ensure engagement remains accessible and flexible.

Local Government Reorganisation

The Council recognises that Local Government Reorganisation will bring significant change as Worcestershire transitions to two new unitary authorities from April 2028. During this period, engagement will be an essential tool for understanding the needs, priorities and concerns of residents, communities and stakeholders. We are committed to providing clear opportunities for people to participate in conversations about the future of local services and places, ensuring that community insight helps inform planning and decision-making throughout the transition. By taking an open, accessible and coordinated approach, we will support meaningful involvement and help maintain trust during a period of change.

5. Our Approach to Community Engagement

What we mean by community engagement

Community engagement is about listening to people, understanding their experiences, and involving them in decisions that affect their lives. It builds on ongoing engagement activity across the Council and can range from sharing information through to working more closely with communities to shape solutions. The approach taken will depend on the issue and what we are trying to achieve, ensuring engagement is both appropriate and meaningful.

Why engagement matters

Engagement helps the Council understand what matters to people, design better and more accessible services, and make informed and balanced decisions. It also supports the development of stronger relationships and helps build trust over time.

For communities, engagement provides an opportunity to have a voice in local decisions, influence services and priorities, and build confidence and understanding. It also helps people see how their views contribute to outcomes and shape future services.

Good engagement is clear, meaningful and takes place early enough to influence decisions. Taking a thoughtful and proportionate approach helps ensure engagement is both effective and valued by those taking part.

What we mean by community

People may identify with communities in different ways, including where they live, shared interests or experiences, and aspects of identity or background. These connections are not always fixed, and individuals may belong to more than one community at the same time.

Our approach recognises this and reflects the different ways people experience community life. We continue to build on existing relationships while also seeking to reach new and less-heard voices, ensuring a broader and more inclusive understanding of our communities.

6. Who is Involved and How We Work Together

Community engagement is a shared responsibility across the Council. Understanding people's experiences and views is essential to delivering services that work well and reflect local needs.

Engagement should be part of everyday activity and link with policy, communication, equality work and service delivery.

Across the Council engagement is coordinated to reduce duplication, make best use of resources and ensure insight is shared and used effectively.

Service areas lead engagement relevant to their work, supported by the Performance and Improvement Team. This includes designing inclusive engagement, choosing appropriate methods and using findings to inform decisions.

Elected Members play an important role in representing community views and supporting engagement locally. Scrutiny processes help ensure community insight is considered in decision-making.

7. Putting this into Practice

Community engagement will continue to develop as part of how the Council works day to day, building on existing practice.

Embedding engagement in everyday work

Engagement will be built into how the Council plans, designs and reviews its work. This includes policy development, service design and improvement, budget setting and priority-setting, as well as Equality Impact Assessments. Bringing engagement into these core areas helps ensure that decisions are informed by a combination of data, insight and lived experience, supporting stronger and more balanced decision-making.

A proportionate and inclusive approach

We recognise that not all decisions require the same level of engagement, and that people experience different barriers to taking part. Our approach will reflect the scale and impact of each issue, ensuring that engagement is proportionate and meaningful. We will use a mix of methods and make reasonable adjustments where needed so that people can take part in ways that work for them.

Working alongside the Equality Strategy

Engagement plays an important role in supporting the delivery of the Equality Strategy and its action plan. It helps us hear from underrepresented communities, understand different experiences and identify potential impacts of decisions. This insight informs Equality Impact Assessments and strengthens how equality is considered across the Council's work.

Tenant engagement

Engagement with Council tenants is an important and distinct area of activity.. Housing Services has a dedicated Engagement Strategy for Redditch tenants which aligns with and complements the corporate approach, whilst also meeting the specific requirements of the Regulator of Social Housing

Engagement during change

As Redditch Borough moves towards the new unitary authority arrangements, engagement will remain central to how we understand and respond to local needs. We will continue to listen to

residents, communities, businesses and partners, using their insight to help inform future service design, priorities and decision-making. Alongside providing opportunities for participation, we will communicate openly about developments and be clear about how feedback is considered, helping to ensure local voices continue to be heard throughout the transition to the new councils.

Working with partners and communities

We will continue to work closely with community groups and partners. This includes building on existing relationships, reaching a wider range of people and making the best use of local knowledge. Working in partnership also helps reduce duplication and supports more effective and long-term engagement.

8. Monitoring and Learning

We will take a data-led approach to engagement so that it helps improve outcomes for residents and supports the delivery of the best possible services. For each engagement exercise, we will set clear aims linked to the decision, service or outcome being considered, including who we need to hear from, the level of take-up we are seeking and how we will monitor whether the approach is reaching a broad and representative range of people. Where appropriate, this will include reviewing participation data, representation and the effectiveness of the methods used. We will use this learning to strengthen future engagement and improve service design and delivery.

9. Get Involved and Contact Us

You can find out about current consultations and engagement opportunities on the Council website www.redditchbc.gov.uk/council/strategy/consultations/

We welcome feedback and involvement from residents, partners and community groups.

Email: equalities@bromsgroveandredditch.gov.uk

Phone: 01527 548284

REDDITCH BOROUGH COUNCIL**Executive**

Tuesday, 8 September 2026

Redditch Town Centre Strategy

Relevant Portfolio Holder	Leader of the Council, Councillor Matthew Dormer
Portfolio Holder Consulted	Yes
Relevant Assistant Director	Assistant Director Regeneration and Property Services
Report Author: Lyndsey Berry	Job Title: Economic Growth Manager – Towns & Centres email: lyndsey.berry@bromsgroveandredditch.gov.uk Tel: 01527 881221
Wards Affected	(Central Ward);
Ward Councillor(s) consulted	Yes
Relevant Council Priority	Economy, Regeneration & Prosperity;
Non-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(s) of Part I of Schedule 12A to the Local Government Act 1972, as amended	

1. RECOMMENDATIONS

The Executive Committee is asked to RESOLVE that:-

- 1) The Redditch Town Centre Strategy and Action Plan attached at Appendix 1, be approved.**

2. BACKGROUND

- 2.1 The last comprehensive town centre strategy for Redditch was prepared in 2008. While elements of that strategy have been reviewed and refreshed over time, the scale of change affecting town centres nationally and locally means that a renewed, clear and unified strategic framework is now required. Redditch Town Centre faces a different operating context, shaped by changes in retail, working patterns, visitor behaviour and economic conditions, alongside major recent investment through the Towns Fund and public realm improvements.
- 2.2 This draft Redditch Town Centre Strategy provides a collaborative, place-based framework to guide decision-making and investment over the coming years. In addition to high level actions, it sets out a shared vision, guiding principles and headline themes that respond to a changing landscape and support flexibility over time. The strategy is

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intended to be delivered through partnership working, aligning the roles of the Council, the Business Improvement District and wider partner organisations around common aims:

- a) strengthening identity, culture and heritage
- b) supporting regeneration, business growth and a more diverse economy
- c) adapting to changes in retail and the nighttime economy
- d) improving public spaces, movement and connectivity
- e) encouraging collaboration, participation and community use.

2.3 The development of the Redditch Town Centre Strategy has been informed through a programme of engagement. This included two multi-stakeholder workshops involving a range of partners, organisations and town centre interests, alongside a dedicated focus group session with Heart of Worcestershire (HoW) College students to ensure young people's perspectives were reflected. Consultation is intended to be an ongoing and embedded part of the strategy's lifecycle. This will ensure it remains fit for purpose as conditions change and that stakeholders continue to play an active role in shaping priorities and supporting implementation through collaborative delivery arrangements.

2.4 In advance of the presentation of this report to the Executive Committee, a Town Centre Strategy review meeting and a walkabout of the town centre were undertaken with the Leader of the Council, the senior leadership team and Redditch BID. This provided an opportunity to review progress to date, assess current challenges and reaffirm priorities for the strategy. The discussions highlighted the importance of maintaining a strong operational focus alongside longer-term regeneration ambitions. This recognises that issues affecting businesses and visitors on a day-to-day basis, such as cleanliness, maintenance, safety and the overall quality of the town centre environment, must be addressed if wider improvements and investment are to be successful. The exercise has helped shape and strengthen this strategy particularly in relation to the action plan.

3. OPERATIONAL DETAILS

3.1 The strategy is intended to operate as a collaborative framework, with key actions delivered by a range of partners, including the Business Improvement District and other stakeholders, in accordance with their roles and areas of responsibility.

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- 3.2 To support effective delivery and partnership working, the Council will convene quarterly meetings with key partners to coordinate activity, progress agreed actions and review the ongoing relevance of the strategy.
- 3.3 The actions within this strategy set out the Council's initial commitments to help deliver the vision for Redditch Town Centre. They focus on areas where the Council can provide leadership, coordinate activity, influence change and directly deliver improvements.
- 3.4 Successful delivery of the strategy will, however, depend on collaboration with businesses, the BID, landowners, community organisations, cultural partners, Worcestershire County Council and other stakeholders. As partnership arrangements develop, the delivery plan will be expanded to incorporate the commitments, projects and actions of partner organisations, creating a shared programme of activity for the town centre. This approach recognises the Council's role as the driving force behind the strategy while ensuring that long-term success is built on collective action and shared responsibility.
- 3.5 The initial Year 1 Action Plan is intentionally focused on management, coordination, enforcement, activation and environmental improvement measures that can largely be delivered through existing service provision, partnership working and available resources. This approach will enable early progress and visible improvements within the Town Centre while providing the evidence base for future investment priorities.
- 3.6 The Action Plan will be reviewed and refreshed annually to respond to changing circumstances, emerging opportunities, funding availability and delivery progress.

4. FINANCIAL IMPLICATIONS

- 4.1 The Year 1 Action Plan has been developed with a focus on actions that can largely be delivered through existing Council and partner resources, existing service budgets and collaborative working arrangements. Whilst some future actions may require additional funding, capital investment or external grant support, these will be assessed and considered through future annual reviews of the Action Plan and brought forward through the Council's normal decision-making processes where necessary.

5. LEGAL IMPLICATIONS

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- 5.1 There are no legal implications arising directly from this report. The Framework is a non-statutory document that provides strategic direction.

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

- 6.1 The Redditch Town Centre Strategy has been developed as a flexible and collaborative framework that is intended to remain relevant and deliverable through local government reorganisation and beyond. Rather than relying on a single governance structure, the strategy enables actions to be taken forward by a range of partners, including the Council, the Business Improvement District and other key stakeholders, in line with their respective roles and responsibilities. It is anticipated that, following reorganisation, the successor authority will continue to provide strategic leadership and oversight, working alongside established town centre partners to ensure continuity, coordination and effective delivery of the strategy's shared objectives.

Relevant Council Priority

- 6.2 The Strategic Framework supports the Council's priority of Economy, Regeneration and Prosperity, as well as key objectives to increase footfall in the town centre and collaborate with partners to secure public and private investment.
- 6.3 It also complements and supports the work of business associations, community groups, and stakeholders through a coordinated approach to regeneration and town centre management.

Climate Change Implications

- 6.4 The Redditch Town Centre Strategy supports the Council's climate change objectives by promoting measures that encourage sustainable travel, reduce car dependency and enhance the environmental quality of the town centre. The strategy includes actions to improve walking and cycling connectivity, strengthen public transport access, increase tree planting and urban greening, and support the productive reuse of existing buildings and vacant premises.
- 6.5 By encouraging a more compact, mixed-use and accessible town centre, the strategy can help reduce transport-related emissions, improve climate resilience and contribute to wider environmental and

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public health benefits. Future projects arising from the Strategy will be expected to consider climate change impacts and opportunities as part of their development and delivery.

Equalities and Diversity Implications

- 6.6 An Equality Impact Assessment will be undertaken to support the implementation of the Redditch Town Centre Strategy. The Council will continue to engage with residents, community organisations and groups representing people with protected characteristics to better understand potential impacts, identify barriers to participation and inform delivery. Equality considerations will be embedded throughout future action plans and projects, with appropriate mitigation measures developed where any adverse impacts are identified.

Community Impact Implications

- 6.7 The Redditch Town Centre Strategy is intended to have a positive impact on community safety, health and wellbeing. A key objective of the strategy is to create a town centre that is welcoming, safe, inclusive and attractive for residents, businesses and visitors. Actions including improvements to street lighting, enhanced wayfinding, public realm investment, town centre ambassador/warden provision and support for a safe evening economy are intended to improve perceptions of safety and encourage greater use of the town centre. The strategy also promotes partnership working between the Council, Redditch BID, businesses, community organisations and other stakeholders to help address ongoing town centre management issues and support community cohesion.
- 6.8 The strategy is also expected to support health and wellbeing outcomes by encouraging increased walking and active travel, improving the quality and accessibility of public spaces, introducing additional greening and landscaping, and supporting opportunities for social interaction through events, cultural activities and community-led initiatives. Measures to increase activity within the town centre, including support for community venues, youth engagement and meanwhile uses of vacant premises, will contribute towards reducing social isolation and promoting a more vibrant and inclusive town centre environment.

7. RISK MANAGEMENT

- 7.1 Project/Action specific risks will be managed through the action planning process and overseen by the Centres Manager in collaboration with the Assistant Director of Property and Regeneration.

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8. APPENDICES and BACKGROUND PAPERS

8.1 Appendix 1 – Redditch Town Centre Strategy & Action Plan

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9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Cllr Matt Dormer	10/08/26
Lead Director / Assistant Director	Rachel Egan Assistant Director Property and Regeneration	11/08/26
Financial Services	Paul Earley Interim Finance Manager	12/08/26
Legal Services	Nicola Cummings, Principal Solicitor – Governance	12/08/26
Policy Team (if equalities implications apply)	Helen Mole Policy Manager	17/08/26
Climate Change Team (if climate change implications apply)	Matthew Eccles Climate Change Manager	12/08/26
Community Safety	Bev Houghton	12/08/26

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Appendix 1

Redditch Town Centre Strategy

Foreword

Redditch Town Centre matters. It is the heart of our borough: a place where people shop, work, meet friends, enjoy events, visit local businesses and access essential services. From the Kingfisher Centre and High Street to Church Green and our public spaces, the town centre plays an important role in the everyday life of our community.

Like town centres across the country, Redditch has faced significant challenges in recent years. Changing shopping habits, economic pressures and evolving patterns of work and leisure mean that town centres must continually adapt. However, we should be equally clear about the opportunities ahead. Redditch has many strengths: a strong community spirit, successful businesses, excellent transport connections, valued heritage, active community organisations and a town centre that remains central to the life of the borough.

I am ambitious for Redditch and for the future of our town centre. My ambition is simple: a town centre that people are proud of, where businesses want to invest and grow, and where residents and visitors feel welcome, safe and inspired to spend time. Achieving that ambition requires us to build on the strengths we already have while being prepared to address the challenges that hold us back.

This strategy is not about change for change's sake. It is about supporting the people, businesses and organisations that already make Redditch special, while creating the conditions for new investment, new opportunities and new ideas to flourish. It recognises that successful town centres need more than shops alone. They need culture, leisure, events, attractive public spaces, thriving businesses and a sense of identity that encourages people to spend time there.

Since becoming Leader, I have met with businesses, partners and stakeholders and undertaken a town centre walkabout with officers and the Business Improvement District (BID) Manager to understand both the opportunities and the day-to-day issues affecting the town centre. Those discussions reinforced the importance of balancing longer-term regeneration ambitions with practical action on the ground. We must address the issues that affect businesses, visitors and residents today if we are to create the confidence needed for future growth and investment.

The Council has a key leadership role to play, but we cannot deliver this vision alone. The future success of Redditch Town Centre will depend on continued collaboration between the Council, the BID, businesses, landowners, community organisations and local residents. By working together, we can build on what makes Redditch distinctive and create a town centre that is more welcoming, vibrant and resilient for the future.

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This strategy provides a clear direction, but it must also lead to action. I look forward to working with our partners and communities to turn these ambitions into positive change and ensure Redditch Town Centre continues to be a place that serves and reflects the people of our borough.

I would like to thank everyone who has contributed their time, insight and ideas in helping shape this strategy. Your commitment and passion for Redditch have been invaluable, and I look forward to working together to deliver its future.

Cllr Matthew Dormer

Leader of Redditch Borough Council

Appendix 1

1. Introduction

Redditch Town Centre is the borough's principal destination for shopping, leisure, culture, services and community life. Developed as part of the New Town programme in the 1960s, it brings together retail, hospitality, public spaces, cultural venues, transport connections and civic functions in a highly accessible location. At its heart sits the Kingfisher Centre, one of the country's earliest purpose-built indoor shopping centres, which remains a vital economic anchor, visitor destination and defining feature of the town centre.

The Kingfisher Centre represents one of Redditch Town Centre's greatest assets and provides a significant opportunity for collaborative growth and investment. Strong relationships are already being developed between partners, creating the foundation for closer joint working that benefits the town centre. By strengthening these partnerships, there is an opportunity to better connect activity inside and outside the centre, encouraging visitors to explore the wider town centre while also drawing more people into the Kingfisher. Together, both destinations can complement and reinforce one another, creating a stronger overall visitor offer, increasing dwell time, supporting businesses and driving footfall across the town centre.

Like town centres across the UK, Redditch is adapting to changing patterns of retail, leisure and consumer behaviour. Online shopping and a reduction in traditional high street retail mean that successful town centres must increasingly offer experiences, culture, hospitality, events and opportunities for social interaction alongside shopping. While some areas are quieter than they once were and parts of the town centre are underutilised, Redditch has strong foundations on which to build.

Excellent bus and rail connectivity, proximity to key employment areas, an established retail offer, and anchor destinations such as the Kingfisher Centre provide a strong platform for future growth. Recent public realm improvements have enhanced accessibility and the visitor experience, while an expanding programme of events and activities continues to bring communities together and attract visitors into the town centre.

This strategy sets a direction for a town centre where people choose to spend time, not simply pass through; a place that supports business growth, cultural activity and a vibrant day-to-evening economy. It provides a long-term framework to guide decision-making, investment and collaborative partnership working to 2035 and beyond, establishing a shared vision, guiding principles and priorities for action.

2. Vision and Outcomes

Redditch Town Centre will be a welcoming and vibrant place that reflects and embraces the diverse heritage, people and communities at the heart of the town. We will celebrate all that makes Redditch special and create a centre that is easy to use, safe, inclusive and enjoyable for everyone — including young people, residents, businesses and visitors.

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Over the next decade, the town centre will be a place where people feel welcome and valued, where opportunities can grow, and where local culture is supported. By working with local people, businesses and partners, we will help create new ideas and opportunities that reflect the community spirit, ambition and pride of those who call Redditch home.

By 2035 we will:

- Strengthen the Town Centre's identity, culture and heritage so it is visible in everyday experience.
- Grow a safe and welcoming evening economy, increasing activity and improving perceptions of the town centre after dark.
- Support a more diverse economy, including creative industries, independent businesses and flexible workspace.
- Improve public spaces, gateways and routes through the town centre, making it easier and more enjoyable to visit and explore.
- Embed collaboration in day-to-day delivery, so partners, communities and businesses have a clear role in shaping activity and making change happen.

Role of the Town Centre:

- The civic, cultural and social heart of the borough
- A mixed-use destination for community life, culture, events, enterprise, learning and living
- A welcoming destination with clear routes, good signage and strong connections between the train station, transport hubs, key destinations and public spaces across the town centre.
- The Town Centre will continue to evolve, supporting mixed uses and more activity through the day and evening as patterns of living, working and spending time change.

3. Guiding Principles

The following principles provide a consistent basis for delivery. They help partners make choices that align with the vision, while leaving room to respond to opportunities and changing needs:

Collaboration first

Improving the Town Centre is a shared endeavour. Progress relies on partnership between public, private and community interests, rather than action by any single organisation.

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Community-centred

Day-to-day experience matters. Decisions should be informed by how people actually use and experience the Town Centre.

Inclusive

The Town Centre should be welcoming, accessible and reflective of all communities, backgrounds and ages.

Flexible and adaptive

The strategy must be able to respond to change—whether economic, social or environmental—without losing its overall direction.

Incremental

Long-term improvement will come through cumulative action over time, not just large-scale schemes.

Identity-led

Change should strengthen confidence, pride and distinctiveness, building on what makes Redditch recognisable and valued.

These principles provide a consistent basis for assessing future proposals, projects and partnerships, helping ensure that change in the Town Centre is coherent, purposeful and aligned with the wider vision.

4. Baseline: strengths, weaknesses, opportunities and challenges

Strengths

- Strong community identity and growing appetite for collaboration.
- The Kingfisher Centre, a major regional asset and economic anchor, attracting significant footfall and providing opportunities for joint promotion, events and visitor circulation across the wider town centre.
- Established and growing partnership with the Kingfisher Centre, creating opportunities to align activities, increase dwell time and encourage movement between indoor and outdoor town centre destinations.
- Distinctive heritage and cultural assets such as the Jon Bonham statue.
- Central location with good regional transport accessibility.
- Established retail core, market presence and mix of national and local businesses.
- Active Business Improvement District (BID) and engaged stakeholders.
- Recent public realm improvements that provide a stronger foundation for future investment and placemaking initiatives.

Weaknesses

- Fragmented Town Centre layout and wayfinding challenges
- Perceptions of safety, cleanliness and evening activity

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- The layout of the town centre can limit visibility and connections between key destinations, reducing awareness and footfall in areas such as Church Green and the wider High Street.
- Underused spaces
- Heritage and cultural assets are under-utilised in the everyday Town Centre experience

Opportunities

- Repositioning the Town Centre as a cultural and social destination
- Growth of independents, markets, pop-ups and experiential uses
- Increased cultural programming, events and trails
- Improved public realm, greening and gateways
- Stronger partnership working and community-led activity

Challenges

- Ongoing retail change and market uncertainty
- Public sector funding constraints
- Managing perceptions
- Ensuring inclusive engagement across diverse communities
- Aligning multiple stakeholders with different priorities and timescales

5. Strategic aims and key actions

The strategy is organised around five priority themes. Each theme includes high-level actions, designed to stay relevant as investment, partners and opportunities change.

This approach recognises that delivery will be shared across many organisations, while ensuring that different projects and activities work together towards the same outcomes.

The Strategic Aims that follow focus on:

- strengthening identity, culture and heritage
- supporting regeneration, business growth and a more diverse economy
- adapting to changes in retail and the night-time economy
- improving public spaces, movement and connectivity
- encouraging collaboration, participation and community use

Together, these aims reflect a shift away from a Town Centre defined primarily by retail, towards one that is more mixed, experience-led and people-focused.

Identity, Culture & Heritage

Appendix 1

Aim: Celebrate Redditch's character by making culture and heritage visible, active and easy to discover.

- Develop and promote a stronger town centre identity that celebrates Redditch's heritage, culture and distinctive character.
- Explore opportunities to introduce new public art and flexible heritage displays that celebrate the town's distinctive identity
- Update existing heritage studies and use them to shape projects, trails and interpretation.
- Improve shopfronts on key streets to reinforce character and quality of the Conservation Area
- Use our international twinning to broaden cultural activity and community participation.

Regeneration & Business Growth

Aim: Attract investment, support local enterprise and deliver regeneration that strengthens the Town Centre economy.

- Cultural quarter – define a creative/cultural quarter concept to attract footfall, grow creative industries and reinforce identity.
- Develop a proactive approach to vacant premises, including engagement with property owners, the promotion of available opportunities and the exploration of High Street Rental Auction powers where appropriate.
- Innovation centre – create a focal point for the local innovation ecosystem and a base for business support and collaboration on the old police station site.
- Business support and funding – target grants and advice, strengthen networks and grow peer-to-peer support.

Retail, Markets & Night-Time Economy

Aim: Strengthen the retail and market offer and grow a safe, welcoming evening economy that increases footfall and dwell time year-round.

- Animate vacant space with pop-ups, street theatre and street-food activity to increase dwell time.
- Run a coordinated Town Centre marketing and events programme (markets, festivals and campaigns) to build a consistent year-round offer.
- Host periodic business support events for retail, hospitality and service businesses.
- Commission murals and public art to improve visual appeal and showcase local creativity.

Appendix 1

- Promote Redditch Town Centre as a destination for investment, business growth, retail, leisure and development opportunities through coordinated marketing and promotional activity.

Public Realm, Placemaking & Environment

Aim: Create high-quality, green and accessible public spaces that encourage people to dwell, explore and feel safe.

- Improve pedestrian movement from the train station to Unicorn Hill, prioritising direct, attractive routes.
- Improve street lighting in key locations to support safety and evening use.
- Explore the introduction of a Town Centre ambassador or warden scheme to provide a visible, welcoming presence, support visitors and help address day-to-day issues in the town centre.
- Increase tree planting and greening to improve comfort, environmental quality and character.
- Develop a Canopies Area improvement and activation programme

Transport, Connectivity & Movement

Aim: Make it easier to get into, through and around the Town Centre by improving connections and supporting safe, sustainable travel.

- Work with transport providers and Worcestershire County Council to improve evening transport options, including bus services and demand-responsive transport, to support access to the town centre.
- Improve wayfinding across the centre, including underpasses and key approach routes.
- Provide visitor information at or near the train station.
- Align any movement/active travel app with the Local Cycling and Walking Infrastructure Plan (LCWIP).
- Ensure adequate safe, secure cycle parking in priority locations.
- Test taxi marshal provision during peak evening periods to support safety and accessibility.

Community, Collaboration & Participation

Aim: Enable communities, partners and businesses to work together to help shape and bring the Town Centre to life.

- Support 'third spaces' (cafés, clubs, pubs and community venues) that help people meet, connect and spend time in the centre.

Appendix 1

- Support delivery of St Stephen's Church youth-focused provision such as the Lightbox.
- Expand the Redditch arts and culture programme to increase participation and visibility in the town centre.
- Use meanwhile uses to bring vacant spaces into temporary use for community and cultural activity.
- Use Mercian Square as a platform for community-led events and activity.
- Establish a young people's focus group to inform Town Centre activity and shape the delivery and development of the strategy.
- Develop an understanding of existing groups and organisations and explore ways to strengthen coordination and collaboration over time.
- Work with the statutory Community Safety Partnership (CSP), West Mercia Police, businesses and community organisations to support initiatives that improve perceptions of safety, reduce anti-social behaviour and create a welcoming town centre environment.

6. Delivery, governance and monitoring

Governance

- The Council will provide strategic leadership and coordinate delivery with partners.
- Delivery will involve the BID, businesses, landowners, community and cultural partners, the Community Safety Partnership and other stakeholders.

Delivery plan

- Alongside longer-term regeneration initiatives, partners will prioritise the day-to-day management and quality of the Town Centre environment. This will include public realm maintenance, cleanliness, landscaping, enforcement activity, shopfront quality, vacancy reduction and measures to improve the overall visitor experience. These actions will form part of the annual Town Centre Action Plan and be reviewed regularly through partnership governance arrangements.
- Quarterly partnership meetings will coordinate activity, review progress and respond to emerging issues.
- A delivery plan will sit beneath this strategy, setting out actions, lead partners, timescales and resources.
- The annual action plan will include both strategic regeneration projects and operational management priorities.
- Key Performance Indicators (KPIs) will track progress and support accountability.

Appendix 1

Monitoring and review

- Progress will be reviewed regularly through partnership governance arrangement.
- An annual Town Centre health check will track economic, social and environmental indicators.
- The strategy will be kept current by updating actions as circumstances change while maintaining the long-term vision and direction.

Appendix 1

Redditch Town Centre Action Plan – Year 1 September 2026-August 2027			
Strategic Aim / Action	Lead	Delivery Timescale	Success Measure
Transform Public Spaces and Connectivity within the Town Centre and Celebrate its Unique Identity			
Undertake a comprehensive Town Centre Public Realm & Landscaping Review covering paving, planting, lighting, street furniture and public spaces	RBC	September - February	Review completed and action schedule agreed
Audit all street furniture, signage, bollards, bins and wayfinding to establish a coordinated Town Centre design approach	RBC	September - February	Audit completed
Remove redundant, damaged or unnecessary signage and identify replacement requirements	RBC	December - August	Number of improvements delivered
Prepare and implement a Canopies Area Improvement Action Plan, including activation, maintenance, events and marketing activity	RBC	December - August	Action Plan completed and initial improvements delivered
Deliver initial greening and seasonal planting programme	RBC	December - August	Number of planting schemes delivered
Audit unauthorised shopfront alterations and advertisements and establish an enforcement programme	RBC	December-February	Audit completed
Enhance Town Centre Links and Visitor Access			
Improve visitor information and wayfinding between the railway station and town centre	RBC / WCC	March - August	Initial improvements delivered
Build a Safe and Inclusive Town Centre Community			

Appendix 1

Redditch Town Centre Action Plan – Year 1 September 2026-August 2027			
Strategic Aim / Action	Lead	Delivery Timescale	Success Measure
Develop a Town Centre maintenance and cleanliness improvement programme	RBC	January	Programme adopted
Review cleanliness, waste storage and servicing arrangements in key areas including William Street and Threadneedle House	RBC	September - February	Improvement actions agreed
Undertake targeted enforcement activity relating to waste management and commercial bin compliance	RBC	September - August (ongoing)	Number of issues resolved
Establish Young People's Town Centre Forum	RBC	Ongoing	Forum established
Pilot Town Centre Ambassador / Warden Scheme	RBC / BID	March - August	Pilot completed
Complete community stakeholder mapping exercise	RBC	October	Database established
Cultivate a Thriving Local Business Ecosystem			
Identify eligible long-term vacant units and explore use of High Street Rental Auction (HSRA) powers	RBC	December - May	Eligible properties identified
Prepare implementation process for High Street Rental Auctions where appropriate	RBC	March - August	Process approved
Launch vacant shop pop-up programme	RBC / BID	September - August (ongoing)	Number of units activated
Produce a Town Centre Inward Investment Prospectus	RBC	June - August	Prospectus launched
Create a Buzz and Attract More Visitors			

Appendix 1

Redditch Town Centre Action Plan – Year 1 September 2026-August 2027			
Strategic Aim / Action	Lead	Delivery Timescale	Success Measure
Deliver a coordinated annual events programme	RBC / BID	September - August (ongoing)	Event attendance

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REDDITCH BOROUGH COUNCIL**Executive**

Tuesday, 8 September 2026

Housing Decant Policy

Relevant Portfolio Holder		Cllr Ashley Monk
Portfolio Holder Consulted		Yes
Relevant Assistant Director		Assistant Director Community and Housing Services
Report Author: Jon Elger	Job Title: Housing Service Manager Contact jon.elger@bromsgroveandredditch.gov.uk email: Tel: 01527 64252 ext 3272	
Wards Affected		All Wards
Ward Councillor(s) consulted		N/A
Relevant Council Priority		Community & 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 Housing Decant Policy be approved.
- 2) Authority be delegated to the Assistant Director of Community and Housing Services and Assistant Director of Environmental and Housing Property, following consultation with the Portfolio Holder for Housing, to agree any revisions to the Housing Policies following the consultation and in line with any legislative or government guidance updates.

2. BACKGROUND

- 2.1 The purpose of the policy is to set out the assistance available when it is necessary to move residents from their existing home into temporary or permanent alternative accommodation in an emergency, or to facilitate major repairs or modernisation, regeneration or redevelopment works where the property is to be demolished. This process is referred to as decanting.

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3. OPERATIONAL ISSUES

- 3.1 The policy outlines arrangements for the rehousing and financial compensation of residents in line with the Council's allocation policy and legal requirements to deliver vacant possession of affected properties and ensure effective use of resources.
- 3.2 The Council recognises the significant impact any such move may have on residents' lives, especially when the move is not through choice. This policy aims to provide residents with a clear understanding of the general approach to be adopted; provide an efficient and fair process for managing decants, set out the level of compensation (if any) that might be offered, explain the types of practical guidance and support the Council can provide to those affected; and to provide a clear approach to managing the decant proceedings.
- 3.3 The Policy gives residents an understanding of the steps the Council will take to deliver vacant possession of properties where needed and secure for residents an alternative home where the Council has an obligation to do so.
- 3.4 The Policy:
- Explains the circumstances in which a tenant will be required to move,
 - Ensures disturbance and home loss payments are made consistently and fairly,
 - Explains what levels of compensation and practical help might be offered,
 - Sets out criteria for allocating vacancies to households who are required to move,
 - Will help minimise disruption to households affected,
 - Protects the authority's most vulnerable residents,
 - Clarifies the Council's decision-making processes.
- 3.5 All Decants that take place are managed and recorded in the Council's CX database. No new or enhanced IT software or hardware are required to deliver this Policy.

4. FINANCIAL IMPLICATIONS

- 4.1 Potential financial implications are specific to the following set out below:

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- Reduction in costs in the use of Bed and Breakfast accommodation by making units of the Council's housing stock available for decants.
- Loss of rent where no rent is charged in properties that residents are decanted into.
- Home Loss payments to the prescribed amount as set out in housing legislation.
- Disturbance payments to the prescribed amount as set out in housing legislation.
- Sundry costs and expenses as set out in the policy and at the discretion of the Council

These costs will be met from the Housing Revenue Account.

5. LEGAL IMPLICATIONS

5.1 The Council is duly obliged to adhere to legislation current at the time of the temporary or permanent decant taking place. Specific legislation regarding decants is as follows:

- Tenants- The Council has a legal obligation under Section 105 of the Housing Act 1985 to consult with tenants when they are substantially affected by a matter of housing management. This includes the decommissioning of Council housing stock. The Council must consider the views tenants provide before making any decisions on those proposals.
- Tenants- Home Loss Payment- These payments are statutory fixed payments, made under Sections 29-33 of the Land Compensation Act 1973, paid in recognition of personal upset and distress caused by displacement.
- Tenants- Home Loss payments. The amount of compensation available under a home loss payment is determined by Government regulations as set out in The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020.
- Leaseholders- In the case the Council may need to use compulsory purchase powers to acquire the lease, the rights of the leaseholder to compensation and rehousing will be determined by the terms of their lease, relevant legislation, and the Housing Allocations Policy. A duty to secure suitable alternative accommodation may arise under section 39 of the Land Compensation Act 1973 in certain cases where displacement is permanent and, where compulsory purchase is used, the leaseholder may fall into Band 2 (when displacement

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is 6-12 months away) or Band 1 (when displacement is less than 6 months away) of the Allocations Policy.

- Leaseholders- Where a property is owned by a leaseholder and is due to be demolished, the Leaseholder is entitled to 10% of the market value of their interest, subject to a maximum and minimum (in accordance with section 30 of Land Compensation Act 1973 and the Home Loss Payments (Prescribed Amounts) Regulations 2021).

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

- 6.1 This Policy is not impacted by local government reorganisation.

Relevant Council Priority

- 6.2 The policy supports the Council's Community and Housing Priority. Current or future decisions by the Council to demolish, refurbish or redesign aspects of their housing portfolio will be in a stronger position with this Policy in place, as it sets out the terms of all aspects of process and compensation in that eventuality.

Climate Change Implications

- 6.3 No direct climate change implications have been identified. However, decants are commonly associated with refurbishment, redevelopment and demolition projects which may present both carbon reduction opportunities and environmental impacts. Future projects requiring decants should consider energy efficiency, embodied carbon, climate resilience and transport impacts through project-specific decision-making processes.

Equalities and Diversity Implications

- 6.4 An Equalities Impact Assessment of this Policy has been undertaken and is attached in Appendix 2.

Community Impact

- 6.5 In the case of emergency short term decants there are no direct community safety implications. There will be health and safety and wellbeing issues linked to the decant of the specific home, as the remedial works would be undertaken because the home is unsafe or uninhabitable until the works are completed.

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- 6.6 In the case of large-scale demolition or refurbishments there may be issues of community safety with regards to fenced off building sites being accessed and crime taking place in empty homes prior to demolition or refurbishment. Mitigating these risks would be considered and dealt with as appropriate to the nature and extent of the works, or demolition taking place.

7. RISK MANAGEMENT

- 7.1 This Policy aims to reduce reputational risk and legal challenge by clearly setting out expectations to those effected and stating the Council's legal obligations clearly.

8. APPENDICES and BACKGROUND PAPERS

- Appendix 1- The Decant Policy
- Appendix 2- The Equalities Impact Assessment for the Decant Policy

9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Ashley Monk - Portfolio Holder for Housing	13/08/26
Lead Director / Assistant Director	Judith Willis- Assistant Director of Community & Housing	03/08/26
Financial Services	Assistant Director of Finance and Customer Services	03/08/26
Legal Services	Assistant Director Legal and Procurement Services	05/08/26
Policy Team (if equalities implications apply)	Equalities Team	29/07/26

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Decant Policy

Created By	Claire Jones & Jon Elger			
Date Approved				
Date Published				
Maintained By	Claire Jones & Jon Elger			
Review Date	September 2028			
Version Number	Modified By	Modifications Made	Date Modified	Status
1				

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1. Introduction

- 1.1. The purpose of the policy is to set out the assistance available to move residents from their existing home into temporary or permanent alternative accommodation either in an emergency; to facilitate major repairs or modernisation; or in the case of regeneration or redevelopment works where the property is to be demolished or significantly reconfigured. This process is referred to as decanting.
- 1.2. The policy outlines arrangements for the rehousing and financial compensation of residents in line with the Council's Allocation Policy and national legal compliance, to deliver vacant possession of affected properties and ensure effective use of our housing portfolio.

- 1.3. The Council recognises the significant impact any such move may have on residents' lives, especially where the move is not through choice.
- 1.4. This policy aims to provide residents with a clear understanding of the general approach to be adopted; provide an efficient and fair process for managing decants; set out the level of compensation (if any) that might be offered; explain the types of practical guidance and support the Council can provide to those affected; and to provide a clear approach to managing decant proceedings.
- 1.5 The Policy gives residents an understanding of the steps the Council will take to deliver vacant possession of properties when required; and how the Council will ensure alternative suitable homes when the Council has an obligation to do so.

2. Aims and Objectives

- Explain the circumstances in which a tenant will be required to move,
- Ensure disturbance and home loss payments are made consistently and Fairly,
- Explain what levels of compensation and practical help might be offered,
- Set out criteria for allocating vacancies to households who are required to move,
- Minimise disruption to households affected,
- Protect our most vulnerable residents,
- Clarify decision making processes.

3. To Whom the Policy Applies

- 3.1 This Policy applies to Council tenants and leaseholders who are required by the Council to move home so that major works or redevelopment can take place to their current home.
- 3.2 This policy does not apply to homeless applicants who have been accommodated temporarily under a duty arising from Part VII, Housing Act 1996 (as amended), or to any other form of Council licensee. Nor does it apply to people occupying properties as trespassers or otherwise unlawfully occupying a Council home.
- 3.3 This policy also applies to leaseholders whose homes are being purchased voluntarily, or by compulsory purchase by the Council to progress a regeneration or development project.
- 3.4 Tenants will be eligible for rehousing if the property being demolished is occupied as their only or principal home at the time of the Council's decision to take forward the regeneration project/scheme, and they are still residing at the property as their principal home at the time of rehousing. Any concerns about whether a tenant is living at a property as their only principal home will be verified by relevant investigations undertaken by the Council.

- 3.5 Council tenants are not eligible for assistance under this policy and will not be rehoused if the Council obtains an outright possession order against them, which has been issued by a court, for a breach of their tenancy (for example, anti-social behaviour), or if the tenant is found guilty of tenancy related fraud, unless the Council has determined there are exceptional circumstances. This does not apply to orders granted by the court which are suspended on certain terms (for example rent arrears with a payment plan or anti-social behaviour orders with conditions of behaviour or adjourned possession proceedings).

4. Temporary and Emergency Decants

- 4.1. Council tenants who are required to move due to repairs or refurbishment will be offered a temporary move in most cases and will usually be required to move back once the work is completed. They will sign a decant licence agreeing to return.
- 4.2. A permanent decant may be considered in exceptional circumstances in accordance with the Allocations Policy.
- 4.3. Where a Council tenant must vacate their property in the event of an emergency Council officers will help the tenant liaise with their family and friends or assist with making the necessary temporary or permanent rehousing arrangements.
- 4.4. For short periods, in an emergency, the Council may provide bed and breakfast/ hotel accommodation.
- 4.5. When reasonably possible tenants will be offered the size and type of property which they would be eligible for under the Allocations Policy. Consideration will be given to offering a property which is larger or smaller than required. Consideration will also be given to offering bungalows which are usually restricted to older or disabled applicants.
- 4.6. If tenants are offered a property on a temporary basis, they will be offered a decant licence and their original tenancy will continue. They will continue to pay rent on their original property, and no rent will be payable on the temporary accommodation.
- 4.7. We will only make one offer of temporary accommodation, and in making this we will consider the following:
- Number / age of household members registered to live in the household,
 - Proximity of accommodation to the permanent home,
 - Length of the proposed move,
 - Medical needs of the household,
 - Aids and adaptations in line with existing fixtures at permanent home,
 - Cooking facilities / food provision,
 - Place of work / school,
 - Pets that are required as an aid to customers with a visual, aural, or sensory impairment, or any other disability.
- 4.10. If the offer for alternative accommodation is refused another booking will not be made and the tenant will be expected to arrange their own accommodation.

- 4.11. If access is not granted we may consider taking legal action to gain access to complete works, if the works in question are an immediate risk to public safety.
- 4.12. We may not always be able to meet all tenant needs due to availability of accommodation and as such, we expect tenants to be reasonable in their expectations.
- 4.13. We do not generally include pets as members of a household, and we cannot guarantee that any temporary accommodation offered will allow them. We will try and source accommodation for pets but, if this is not possible, we may look to cover the reasonable cost of rehoming the pets for the duration of the move.
- 4.14. Tenants moving into any property which is not hotel accommodation, will be required to sign a decant licence before doing so.
- 4.15. Summary of Assistance:

Temporary accommodation costs	The Council is responsible for paying these
Rent	The Tenant is responsible for paying the rent and any other charges on their own home when in temporary accommodation.
Council Tax	The Tenant is responsible for paying the Council Tax on the temporary accommodation but they are not obliged to pay council tax on their substantive tenancy.
Utilities	The Tenant is responsible for paying utility bills in the temporary accommodation, but they are not obliged to pay utility bills in their substantive tenancy. Meter readings will be taken when the reactive or planned move starts and ends, and we will reimburse usage.
Broadband/WiFi	The Tenant is responsible for moving their Wi-Fi to the temporary accommodation. Should any additional costs be incurred for moving the WIFI then the costs will be reimbursed to the tenant.

Contents Insurance	The tenant is responsible for paying this for their own home and any temporary accommodation if necessary.
Meals & Laundry	Where possible, temporary accommodation offered will have cooking facilities and, in such cases, we will not pay for food, meals or laundry. If the temporary accommodation does not have cooking and laundry facilities, compensation will be granted in accordance with The Housing Compensation Policy.
Other	At our discretion, we may, where necessary, pay the cost of: • Carpeting a decant property • Removals and/or storage of furniture • Disconnection and reconnection of utility supplies and the redirection of post Reimbursement will only be made where receipts are provided. Alternatively, we may arrange to pay the supplier directly.
Ad Hoc expenses	We will not pay for any other expenses that have not previously been agreed by us. Tenants wishing to claim for any other expenses must first discuss them with us and obtain our written agreement. Reimbursement of any such expenses will only be made where receipts are provided.

4.16 If during a move a tenant believes items have been damaged by us, they must advise us (including providing photographs) within 72 hours of the move ending.

- 4.17 Temporary accommodation is only for the use of the tenant and household members that we are aware of and have agreed to move.
- 4.18 The provision of temporary accommodation will be cancelled, and tenants and household members required to leave, if any of them acts in a way that breaches the rules of the establishment, or the behaviour could be considered a breach of tenancy if they were in their own home. Further temporary accommodation will not be offered, and we reserve the right to recover any costs that we have incurred because of the breaches.
- 4.19 Tenants will be liable for any damage caused deliberately or negligently by a member of their household or a visitor to any temporary accommodation and any associated costs will be recovered from the tenant through our recharge process.

5. Longer term or Permanent Decants

- 5.1. This section applies to Council tenants where the Council intends to redevelop or refurbish properties themselves or undertake major repairs.
- 5.2. There is no statutory right to return to a site that has been redeveloped, but the Council will offer this option to affected tenants whenever it is reasonable to do so. Tenants will be given priority for allocations in line with our Allocations Policy. The Council cannot guarantee that all tenants expressing a preference to return will be able to do so.
- 5.3. Where a tenant is allowed the option of returning to a redeveloped site, they do not have the right to move back to the exact home/plot from which they were decanted.
- 5.5. Where the Council intends to demolish then sell, or to simply sell the site for redevelopment, it cannot offer the right to move back. This will result in a permanent decant.
- 5.6. The order in which tenants will be decanted and the properties offered will depend upon:
- The schedule of demolition and building work,
 - The condition of the existing accommodation,
 - The needs of the tenant and their household,
 - The ability of the tenant to move elsewhere e.g. access to transport,
 - The length of tenancy,
 - The vacancies which become available.
- 5.7. The decision as to which tenants are offered which properties (for permanent decants) will be made in accordance with the Council's Allocations Policy. Households' circumstances will be assessed accordingly.
- 5.8. Once a decision to demolish or regenerate an area has been taken by Cabinet, consideration will be given to the processes used to gain possession of the properties concerned. The first option will be to come to a voluntary agreement with the tenants concerned. Otherwise, the Council will need to gain possession orders in the County Court (under relevant grounds within the Housing Acts).

- 5.9. Tenants who move to a different property on a permanent basis will be required to pay the rent of the new property (not their original rent) and adhere to the tenancy conditions of the new property.

6. Decanting leaseholders

- 6.1 The Council will consult its leaseholders about any major works/demolition prior to any discussions around possible decanting. If such a situation arises, the Council will consult Leaseholders at the earliest opportunity and strive to agree an equitable solution voluntarily.
- 6.2 If agreement is not possible, the Council may have a right to decant a leaseholder to enable major works to be carried out under the terms of their individual lease.
- 6.3 Where the decant will be temporary, the Council will consider offering the leaseholder temporary accommodation on the same terms as it would one of its tenants. However, dependant on the terms of the lease, the Council may charge the full or partial cost of the temporary decant to the leaseholder in accordance with the Recharge Policy.
- 6.4 In other cases, the Council may need to use compulsory purchase powers to acquire the lease. In these scenarios, the rights of the leaseholder to compensation and rehousing will be determined by the terms of their lease, relevant legislation, and the Housing Allocations Policy. Information about compensation is given in section 17 below. A duty to secure suitable alternative accommodation may arise under section 39 of the Land Compensation Act 1973 in certain cases where displacement is permanent and, where compulsory purchase is used, the leaseholder may fall into Band 2 (when displacement is 6-12 months away) or Band 1 (when displacement is less than 6 months away) of the Allocations Policy.
- 6.5 The options will have to be determined on a case-by-case basis. Ultimately if the Council's ability to discharge its repair and maintenance responsibilities (likely to include major works to the structure of the building) were hindered by a leaseholder, the Council would be compelled to take legal advice.
- 6.6 Where a property is owned by a leaseholder and is due to be demolished, the Leaseholder is entitled to 10% of the market value of their interest, subject to a maximum and minimum (in accordance with section 30 of Land Compensation Act 1973 and the Home Loss Payments (Prescribed Amounts) Regulations 2021).
- 6.7 If the Leaseholder does not accept the valuation agreed between their valuer and or the Council's valuer, they will be deemed to have rejected the Council's offer to buy by agreement. The Council will apply for a Compulsory Purchase Order to be made.

7. Decanting occupants who are not Council tenants or leaseholders

7.1 The Council has no automatic right or responsibility to decant occupants who are not the tenant or leaseholder of the Council. If such a situation arises, the Council will consult at the earliest opportunity and strive to agree an equitable solution voluntarily. If the occupants are tenants of a Council leaseholder, then the Council will negotiate directly with the leaseholder.

7.2 Where a repair to a Council property requires the temporary relocation of a neighbouring non-Council household, the Council will discuss and negotiate the terms of this with the neighbour.

8. Decanting tenants who have breached their tenancy

8.1 The Council will not refuse to decant a tenant due to rent arrears, other debt or Anti- Social Behaviour. However, any housing related debt owing can be deducted from home loss payments if these are applicable. If a tenant has rent arrears with a suspended possession order, they will be expected to pay rent in accordance with the terms of the Court Order. The Council will not decant tenants who have a Court Order for outright possession.

9. Applying for rehousing

9.1 Everyone due to be rehoused under this Policy must provide adequate information for officers to determine their priority in accordance with the Council's Allocation Policy, by completing a housing application form. All households to be rehoused under this policy must be assessed by and then be registered with the Council.

10. Redesignating Housing

10.1 This section only applies where a housing scheme, block or property is being redesignated (e.g., from age restricted to general needs) and where there is no requirement for tenants to move to another home. It only applies to Council tenants. All tenants concerned will be advised in writing of the redesignation and a record will be kept by the Council of all tenants this may apply to.

10.2 If any affected tenant, within 2 years from the date that the redesignation begins, wishes to move to another property with the same designation their home used to have they will be given priority in accordance with the Allocations Policy. Such an allocation will be dependent on a property with the same designation being available within the Councils housing portfolio.

11. When the Council will start to rehouse affected occupiers

11.1 The Council will produce a decant timetable on an individual scheme basis so that all affected households are aware of any deadlines. Whilst the Council will do all it can to rehouse households quickly, it will also be in the interests of households to consider properties that give them a realistic chance of rehousing within the timescales identified.

12. Amount of Payment

12.1 The amount of compensation available under a home loss payment is determined by Government regulations as set out in The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020.

13. Communication and Consultation

13.1 Any major refurbishment project or regeneration scheme requires tenants, leaseholders, officers, and Councillors to work together.

13.2 The Council will ensure affected residents have the details of how to contact the Council in relation to proposals and works.

13.3 The Council has a duty to consult and actively engage with its tenants. Initial consultation with tenants will be at a time when proposals are at an early stage and the level of active engagement can vary. The Council has a legal obligation under Section 105 of the Housing Act 1985 to consult with its tenants when they are substantially affected by a matter of housing management. This includes the decommissioning of Council housing stock. The Council must consider the views tenants provide before making any decisions on those proposals.

13.4 In general, consultation and communication with leaseholders will take place alongside that carried out with the Council's tenants.

13.5 Information concerning a refurbishment or regeneration scheme will be available to all households at an early stage and further detailed information will be shared as soon as available. This information will include details of the works or scheme, timescales and, if appropriate, phases.

13.6 Formal consultation will be carried out in accordance with current legislation, and tenants will be given a minimum of 28 days in which to respond. These time periods are in addition to any formal periods of notice which must be given. During this consultation period, all households will be visited or contacted by an officer of the Council and will receive advice and information on:

- What the regeneration/refurbishment of the area is about and why it is being undertaken,
- When it will be done,
- The decanting policy and process,
- What re-housing options there are and how to apply or progress your preferred rehousing option,
- What the Council will do to help households prepare for decanting,
- Names and contact details of officers.

13.7 The outcome of the consultations will be reported back to tenants and residents in an appropriate format (without identifying comments made by individual respondents).

- 13.8 The Council will carry out an Equality Impact Assessment (EIA) in relation to each regeneration scheme and the use of this Policy. Action will be taken to mitigate the impact of any negative outcomes identified.
- 13.9 In the event of an emergency decant, a period of consultation is unlikely to be appropriate and therefore will be limited to discussions with tenants in respect of emergency alternative accommodation and securing possessions and any pets.

14. Compensation

- 14.1 This section summarises the effect of legislation. It is necessary to refer to the legislation for a definitive statement of the law on a case-by-case basis:
- 14.2 Home Loss Payment- This is a statutory fixed payment, under Sections 29-33 of the Land Compensation Act 1973, paid in recognition of personal upset and distress caused by displacement. Council tenants may be eligible where they are decanted; leaseholders may be eligible where the Council is using compulsory purchase powers or making prohibition/demolition orders; and leaseholder may be eligible where they lose their home because the Council acquired it from their landlord by agreement. It will only be paid for permanent moves, where the following criteria are met:
- The resident has occupied the property as their sole or main residence for a period of one year prior to the date of displacement; this may include a previous period when the resident was a resident in the property under another person's tenancy.
 - The move is permanent and because of redevelopment, regeneration, or compulsory purchase
 - Lodgers and non-secure licensees do not qualify for home loss payments.
 - Sub-tenants do qualify for a home loss payment but if they share any accommodation with the tenant e.g., kitchen or bathroom or living room, they are only entitled to a share of the home loss payment. If the sub-tenant occupies self-contained accommodation within the tenant's house a full home loss payment must be paid to each person.
 - Joint tenants are only entitled to one home loss payment.
 - If a permanent move is a voluntary decision because of repair work, the resident is not entitled to a home loss payment.
 - If a resident is evicted prior to being permanently moved, they will not receive a home loss payment.
 - If the resident is a statutory successor, the home loss payment entitlement period begins from the start date of the original tenancy rather than the succession date.
 - Where a resident is not entitled to home loss for permanent displacement, they may still be entitled to a disturbance allowance (see below).
- 14.3 Qualifying residents are entitled to a lump sum payment per household as a home loss payment. The amount is prescribed by The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020. Leaseholders with at least three years to run are entitled to 10% of the value of their lease up to a maximum specified in the Regulations and any other resident is entitled to a fixed sum specified by the Regulations.

- 14.4 Claims will be processed as soon as the resident takes up occupation of their new home. Given the thresholds are subject to change annually by the Secretary of State, the levels of payment will be reviewed each time this policy is used.
- 14.5 In exceptional circumstances the Council may be able to make a partial advance payment.
- 14.6 Any rent arrears will be deducted from the home loss payment.
- 14.7 A tenant will not qualify for any home loss compensation payment if:
- They are living in the affected property on a temporary tenancy (under Part VII of the Housing Act 1996) because they are homeless.
 - They are there on a decant move from another address and have been living at the property concerned as their only or main residence for less than a year
 - They moved in after the decision to carry out the decommissioning work was formally made by the Council and they were advised in writing of this decision
 - They have an Introductory Tenancy.
- 14.8 Council tenants who are not entitled to a home loss payment only because they have not lived in the affected property long enough to qualify in law may receive an ex-gratia lump sum payment. The amount to be compensated will be at the Council's discretion. This only applies if the tenant is not listed in the group of tenants who do not qualify for a home loss compensation payment and listed in this Policy.
- 14.9 If a tenant is due to move out temporarily, and then return to the original site, the home loss payment will only be paid once, in accordance with legislation. Where the Council is redesignating its housing stock and the tenant chooses to leave the property but does not have to, home loss compensation will not be paid.

15 Housing and Council Tax benefit claimants

- 15.1 National Housing Benefit and Universal Credit regulations state that home loss compensation is counted as capital for Housing and Council Tax benefit purposes. It is the legal responsibility for claimants to advise the relevant authorities as soon as they receive this increase to their capital. A list of recipients of home loss compensation paid due to the decommissioning of Council housing stock will be disclosed to the relevant authorities.

16 Disturbance Payment

- 16.1 This is intended to compensate residents, under the Land Compensation Act 1973, for their actual expenses with moving, up to a maximum payment level. It is applicable to permanent decants and is payable to the same range of residents as are entitled to home loss payments. The resident need not have lived in the property for 12 months but must be the occupier at the time of the decision to move. The basis of the disturbance payment is to ensure the resident is not financially out of pocket due to the move.

16.2 The payment will be made after production of receipts and paid to the resident. Where appropriate, consideration will be given for payments to be made directly to a company (e.g., for removal expenses). In such cases, two estimates will be required, and the company will be paid following receipt of an invoice. Disturbance payments will not exceed the value of home loss payments as specified in statutory law at the time of the move. The list of items that is considered reasonable in relation to Council tenants under the Land Compensation Act 1973 is set out below:

- Removal costs from the current home to the new home. For vulnerable residents this may include additional support, such as furniture packing and unpacking.
- Redirection of mail for each authorised surname living at the address
- Telephone and internet disconnection and reconnection.
- Disconnection of television aerials and satellite dishes connected to either an existing television or that allows the proper operation of television equipment. Reconnection only applies with the express approval of the landlord at the new address.
- Washing machine, cooker, dishwasher and plumbed fridge disconnection and reconnections to be carried out by a suitably qualified tradesman.
- Curtain and carpet options: It is generally expected that relocating residents will refit existing carpets where possible and the costs of this will be covered by the Disturbance Payment. However, where this is not possible, the costs of new carpets to an equivalent standard will be covered through the Disturbance Payment. The existing carpet will be assessed, and a quote obtained on this. Any additional rooms in the new home will be carpeted but the cost will be deducted through the Home Loss Payment if applicable.
- Special locks and alarm refitting if these are currently fitted at the old property. They must be dismantled and refitted by a qualified locksmith or recognised Alarm Company and all locks and alarms must meet the relevant British Standard for security. Front door and window grilles would not be covered.
- Home improvements that have been notified and approved by the Council, less the cost of depreciation.
- Dismantling and re-fitting of fitted resident-owned furniture (such as kitchen units and wardrobes).
- Any extra cost of new school uniform if moved to a different area, which necessitates a change of school (supported by letters from the respective schools)
- Where the costs of adaptations in the home were previously met by the tenant, the Council will reimburse the tenant subject to relevant receipts being available
- Reimbursements for wage or salary loss on the day of removal, provided. Loss of earnings is certified by the employer, for up to 2 members of the household
- Other reasonable costs incurred by the tenant if approved in writing by the Council prior to the costs being incurred, for example, travel to viewings and replacement of sheds and outside furniture that cannot be dismantled.

- 16.3 Council tenants facing permanent rehousing will be entitled to compensation comprising both a Home Loss Payment and a Disturbance Payment.
- 16.4 Council tenants facing temporary rehousing are entitled to compensation by way of a Disturbance Payment only and will not be entitled to a Home Loss Payment. Payments relating to storage and home-to-school transport will be considered on a case-by-case basis.
- 16.5 All compensation payments will require a written claim form from residents (and in the case of Disturbance Payments, production of original and company signed receipts) and will be paid upon them moving into suitable alternative accommodation.
- 16.6 All payments (including those made at the discretion of the Council beyond those required by law) may be offset, wholly or partly, against debts owed. Exceptions to this will be considered on an individual case basis. Where the above criteria are not met, the Council may consider discretionary payments on an individual basis.

17. Practical Help for Council Tenants to move home

17.1 This help is in addition to any financial help and is available to Council tenants where Council Housing is being decommissioned. Each scheme will have a dedicated officer who will support and advise Council tenants through this process as appropriate with:

- Assistance to view the property offered to them- Every applicant will be given the opportunity of an accompanied viewing of any property that they are offered.
- Housing Benefit and Universal Credit Claims- If a tenant is in receipt of Housing Benefit or Universal Credit, the Council will consider whether support is required to make a claim for discretionary housing payment. Such payments can provide financial support on the rental costs for two homes at once if there is a period of overlap in the moving process. An officer will assist the tenant in applying for this.
- Packing and Removals- The reasonable expenses of this will be met by a disturbance payment. Before the move is due, tenants will be provided with information on: The process of choosing a removal company and booking a move, what the tenant's responsibilities are to be ready for the removal; for example, to empty, defrost and clean their fridge and freezer before the removal company is due to arrive. For those who need (and agree to) this help, an officer will assist them.
- Care packages- An officer will work with relevant services with the aim of ensuring that all elements of any care package remain intact during and after the move.
- Advising organisations of new address- It is the tenant's responsibility to advise all relevant persons and organisations of their new address.

- Settling in- An officer will visit on the day of the move to check all is running smoothly. They will also undertake an initial settling in visit within 6 weeks of the move. Where households have been identified as requiring additional support, the number and frequency of settling in visits will be increased.

18. Disabled Council Tenants and adaptations

18.1 If the new property does not require any adaptations, the tenant will be expected to move into the property as normal.

18.2 If adaptations are required before the tenant can move in, the tenant is expected to move as soon as those are completed.

18.3 The decision on the adaptations required is the responsibility of the Council having regard to reports and advice from a qualified occupational therapist.

19. The 'Right to Buy' of affected Council stock

The Council has the right to halt the right to buy in certain circumstances:

- Initial demolition notice: in accordance with legislation, the right to buy of affected Council Housing stock will be suspended from the date an initial demolition notice is served on the Council tenants concerned. It will stay suspended for as long as this notice remains in force. The suspension of any right to buy claim means, in law, that the Council cannot be required to complete the transaction.
- Final demolition notice: This extinguishes the right to buy of these properties completely. Any prospective right to buy applications which are under way will not proceed. No new right to buy applications on these properties will be accepted.
- Right to buy expenses: The tenant may have a right to compensation for certain expenses already incurred in the right to buy process. The Council will pay these expenses where required by legislation.
- Preserved Right to Buy (PRTB): Right to Buy is attached to the person rather than to the property. If a secure tenant is being permanently decanted, they will sign a new secure tenancy agreement and continue to have the right to buy. The calculations for any right to buy application will begin from the start date of their original secure tenancy and will continue into their new tenancy.

20. Complaints- When Things go Wrong

We have an accessible complaints policy that defines a complaint, how to complain, key timescales, routes for redress, how to access help and support and who has responsibility for the complaints process.

Housing Services understand that sometimes things go wrong, and the service is keen to use legitimate cases of both internal and external tenant and services users'

dissatisfaction to learn about what has gone wrong and use the information to improve the services it provides.

Tenants and service users are actively encouraged to send us their feedback on the services they receive and participate constructively in reviews and improvements relating to the way services are designed, delivered and managed.

Formal Complaints will be accepted and addressed in line with guidance as set out in the Housing Services Complaints and Enquiries Standard, which in turn meets the standards for The Housing Ombudsman's Complaints Handling Code

RBC recognises complaints as valuable feedback. It will provide a clear and fair complaints process, respond within published timescales, use outcomes to improve services, and report on complaint trends to our tenants. Complaints will not affect a tenant's right to access services or engagement opportunities.

21. Information Sharing

Capturing and storing of tenant data will always be carried out in strict compliance to GDPR legislation.

Customer information will not normally be passed onto any third parties without the customer's prior written consent, or in exceptional circumstances where disclosure without consent is warranted. These circumstances are defined as follows:

Where there is over-riding legal, social, or public interest considerations, e.g., there is a risk of serious harm to the person themselves or others if the information is not disclosed.

Where information is required by the police as part of a criminal investigation and is subject to data disclosure procedures.

Where information is required by an authority for the assessment or collection of any tax or duty of a similar nature.

Where, because the Council is under a duty to protect the public funds it handles, it may need to use the information provided by customers, to prevent and detect fraud. The information may also be shared for the same purposes with other organisations that handle public funds.

The information may also be used for statistical purposes, which means we may pass this information, in confidence, to the relevant government department.

22. Equal Opportunities

The Council promotes equal opportunities in the services it provides. Our aim is to implement and maintain services which ensure that no tenant is treated less favourably on the grounds of gender, being or becoming a transsexual person, being married or in a civil partnership, religion, belief or lack of religion or belief, race, nationality, ethnic or national origin, colour, disability, age, being pregnant or having children or sexual orientation nor is disadvantaged by the application of a rule,

condition, or requirement, which has a discriminatory effect which cannot be justified by law.

23. Legislation and Guidance

Legislation

- The Homelessness Act 2002
- The Housing Act 1985
- The Housing Act 1996
- The Allocation of Housing (England) Regulations 2002
- The Housing Act 2004
- The Housing and Regeneration Act 2008
- The Equality Act 2010
- The Land Compensation Act 1973
- The Home Loss Payments (Prescribed Amounts) (England) Regulations 2020
- The Planning and Compensation Act 1991
- The Planning and Compulsory Purchase Act 2004
- The Town and Country Planning Act 1990

24. Related Policy and Procedure

- Allocations Policy
- Tenancy Management Policy
- Tenancy Agreement
- Recharge Policy

25. Review

This Policy will be reviewed every two. Next review date is due September 2028.

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Redditch Borough Council – Equality Impact Assessment

Service / Policy Proposal Title:	Neighbourhood & Tenancy Decant Policy				
Directorate / Service Area:	Neighbourhood & Tenancy – Housing Services				
Lead Officer(s):	Claire Jones				
Date Started:	23 July 2026				
Decision Maker:	Jon Elger		Decision Date:	TBC	
Type of Activity:	New / Proposed	☒	Existing	☐	Change / Update
					☐

Overview of Proposal: Describe: - The current service / policy - The proposed change - Intended outcomes - Any legal or statutory drivers	The Decant Policy sets out how the Council will support residents who are required to move from their homes temporarily or permanently due to emergencies, major repairs, refurbishment works, regeneration schemes, redevelopment, or demolition of properties. The policy explains the rehousing process, available support, compensation arrangements, and decision-making procedures to ensure residents are treated fairly and consistently. The policy is being introduced to provide a clear, transparent and legally compliant framework for managing decants. It aims to minimise disruption to residents, ensure compensation and support are applied consistently, protect vulnerable households, and enable the Council to deliver essential works and redevelopment projects effectively. Current service users' needs will continue to be met through the provision of suitable alternative accommodation, practical moving assistance, and financial compensation where applicable. The policy places particular emphasis on supporting vulnerable residents and ensuring households affected by a decant receive appropriate guidance throughout the process. The policy is designed to meet the Council's duties as a landlord, support equality obligations, facilitate vacant possession where required, and ensure a fair and consistent approach to rehousing and resident support. Relevant legislation includes the Equality Act 2010, Housing Acts, Human Rights Act 1998 and Land Compensation Act 1973.
Impacts: Who will benefit or be impacted? (e.g. residents, service users, staff, businesses) Provide details:	The policy affects Council tenants and leaseholders who are required to move from their homes due to major repairs, regeneration, redevelopment, or demolition projects. These residents may experience disruption to their housing, family life, employment, education, healthcare arrangements, and

• Which groups are affected and how • Whether any groups may be excluded or adversely affected • Whether any new groups may benefit	support networks. Some residents, particularly older people, disabled people, those with health conditions, carers, and families with children, may be more significantly affected and may require additional support. The policy aims to minimise these impacts by providing clear rehousing arrangements, practical assistance, and compensation where appropriate. It ensures affected residents are treated fairly and consistently and that vulnerable households receive the support they need throughout the decant process. The policy does not apply to homeless households in temporary accommodation, Council licensees, trespassers, unlawful occupiers, or tenants who are ineligible due to tenancy fraud or an outright possession order, except in exceptional circumstances. Overall, the policy benefits eligible residents by providing a transparent framework for managing moves required by Council-led projects and essential works.
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Evidence and Data: What evidence has informed this assessment? Include: • Service data • Research / national data • Equality monitoring data	The development of this policy has been informed by a range of qualitative evidence, customer feedback, and good practice from across the social housing sector. The Council has considered feedback received from residents who have previously experienced a decant process. This feedback highlighted the importance of clear communication, early engagement, practical moving support, fair compensation arrangements, and additional assistance for vulnerable households. Lessons learned from previous decant cases have been incorporated into the policy. The policy has also been benchmarked against decant and rehousing policies used by other local authorities and registered social housing providers. This helped identify best practice approaches to resident support, compensation payments, vulnerability assessments, rehousing processes, and decision-making arrangements. The Council has considered available tenancy and demographic data relating to its resident population, including the needs of older residents, disabled residents, households with children and other potentially vulnerable groups. Evidence gathered indicates that residents affected by decants benefit from clear processes, tailored support and early intervention.
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Engagement and Consultation: Who has been engaged and what did they say?	The Decant Policy was developed in consultation with key internal stakeholders, including Lettings, Property Services and Housing Solutions.
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Include: • Service users • Underrepresented groups • Staff and stakeholders	Stakeholders emphasised the need for clear communication, fair and transparent rehousing and compensation arrangements, and tailored support for residents affected by a move. Particular consideration was given to the needs of older people, disabled residents, people with health conditions, carers, and families with children who may experience greater disruption during the decant process. Potential barriers identified included accessing suitable adapted accommodation, communication needs and the additional support required by vulnerable residents. The policy has been designed to address these issues through early engagement, individual assessments, reasonable adjustments and practical support.
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Public Sector Equality Duty (PSED):	
Eliminate Discrimination • Are there barriers for any protected groups? • How have these been identified and addressed?	The Decant Policy helps eliminate discrimination, harassment and victimisation by ensuring all residents are treated fairly, consistently and in line with the Equality Act 2010. Rehousing and compensation decisions are based on clear criteria and individual circumstances rather than personal characteristics. The policy recognises that some groups, such as disabled residents, older people, those with health conditions, carers and families with children, may be more affected by a move. Additional support, reasonable adjustments, adapted accommodation, practical moving assistance and ongoing support will be provided where required. Consultation with affected residents and scheme-specific Equality Impact Assessments will help identify and support throughout the decant process.
Advance Equality of Opportunity • Does the proposal reduce inequalities? • Does it improve access, participation, or outcomes?	The policy advances equality of opportunity by recognising that some residents may face greater challenges when required to move home and by providing additional support where needed. Rehousing decisions take account of disability, health needs, age, caring responsibilities and family circumstances. Measures such as adapted accommodation, consideration of medical needs, support with school arrangements and practical moving assistance help reduce disadvantage experienced by protected groups. Dedicated officer support, reasonable adjustments, and tailored assistance further help vulnerable residents access rehousing opportunities on an equal basis.

Foster Good Relations • Will it improve inclusion or cohesion? • Could it create tensions or perceptions of unfairness?	The Decant Policy supports good relations and community cohesion by promoting a fair, transparent and supportive approach to residents who are required to move from their homes. The policy ensures that all affected residents are treated consistently and with respect, regardless of their background or protected characteristics. The policy encourages positive relationships between the Council and residents through early consultation, clear communication, active engagement, and ongoing support throughout the decant process. Residents are given opportunities to understand proposals, share their views, and receive information about rehousing options and available support. By providing tailored assistance to vulnerable households and considering individual needs, the policy helps ensure that no group is unfairly disadvantaged. It seeks to minimise disruption to existing support networks, schooling, employment, health services and community connections wherever possible, helping residents maintain links with their local communities. The policy also contributes to community cohesion by ensuring redevelopment and regeneration projects are managed fairly and transparently, building trust and confidence in the Council's decision-making. Through consultation, equal treatment, and personalised support, the policy helps foster positive relationships among residents and between residents and the Council.
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Impact by Protected Characteristic		
Groups	Impact (positive / neutral / negative)	Evidence
Age (older / younger people, children)	Potential negative impact mitigated through support arrangements.	Older residents may experience anxiety and disruption. Children and young people may be affected by changes to schooling and friendships. The policy considers schools, support networks and local services when identifying accommodation.

Disability (people with physical / sensory impairment or mental disability)	Potential significant negative impact mitigated through reasonable adjustments.	Adapted accommodation, OT recommendations, medical needs, care packages, aids and adaptations are considered. Assistance animals are recognised within the policy.
Gender reassignment (the process of transitioning from one gender to another)	No specific adverse impact identified.	Transgender residents may require assurance around confidentiality, dignity and respect during the rehousing process.
Marriage & Civil Partnership (Marriage and registered civil partnerships)	Limited direct impact identified.	Household circumstances are considered when determining rehousing needs.
Pregnancy & maternity (Pregnancy is the condition of being pregnant & maternity refers to the period after the birth)	Potential negative impact mitigated through support.	Pregnant residents and households with young children may experience additional challenges during relocation. Practical assistance and suitable accommodation can be provided.
Race (ethnicity, colour, nationality or national origins & including gypsies, travellers, refugees & asylum seekers)	Potential negative impact mitigated through communication support.	Residents whose first language is not English may face communication barriers. Translation, interpretation and accessible communication can be provided where required.
Religion & belief (religious faith or other group with a recognised belief system)	Potential low negative impact.	Residents may wish to remain close to places of worship, faith communities or cultural support networks.
Sex (male / female)	No specific adverse impact identified.	Support is provided on the basis of need rather than gender.
Sexual orientation (lesbian, gay, bisexual, heterosexual)	No specific adverse impact identified.	The policy promotes equal access to rehousing, compensation and support services.
Socio economic (this is not a protected characteristic but the potential impact on this group should be considered)	Potential negative impact.	Lower income households may experience financial pressures associated with travel, employment, education, healthcare access and digital connectivity during a move. The policy includes compensation, reimbursements and practical support to minimise disadvantage.
Other e.g. rurality, carers, health inequalities	(Carers, Mental Health, Health	Unpaid carers may experience disruption to caring arrangements and support networks. Residents with mental

	Inequalities, Domestic Abuse) Potential negative impact.	health conditions may experience increased anxiety and uncertainty associated with moving home. Residents experiencing domestic abuse may have specific safeguarding and confidentiality requirements which should be considered when planning rehousing arrangements. The policy includes individual assessments, dedicated officer support and tailored assistance for vulnerable residents.
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Key Risks and Mitigation		
Risk	Affected Group(s)	Mitigation Action
Lack of suitable adapted accommodation	Disabled residents	Early identification of needs, OT involvement, consideration of adaptations and reasonable adjustments
Communication barriers	Race, Disability, Older People	Provision of translation, interpretation and accessible information formats
Disruption to care packages and support networks	Disabled residents, Carers, Older People	Individual assessments and liaison with relevant support services
Increased anxiety and distress associated with moving	Older residents, Mental health conditions, Vulnerable residents	Early communication, dedicated officer support and practical assistance
Financial hardship resulting from relocation	Low-income households	Disturbance payments, compensation and reimbursement of agreed expenses
Safeguarding or confidentiality concerns	Domestic abuse survivors, Transgender residents, Vulnerable households	Sensitive case management and confidentiality arrangements

Monitoring and Review: How will impacts be tracked? - Indicators or data used - Timescales for monitoring - Identifying impacts on different groups
The policy will be reviewed annually to ensure it remains compliant with legislation, reflects good practice and continues to meet the needs of residents affected by decants. The Council will: - Monitor customer feedback from residents who have experienced the decant process. - Seek and consider staff feedback from officers involved in delivering the policy. - Monitor complaints, compliments and enquiries to identify trends or barriers. - Monitor outcomes for vulnerable residents and protected groups.

- Monitor rehousing outcomes, complaints and requirements for adapted accommodation by protected characteristic where data is available.
- Use feedback from affected households to identify any unintended disadvantage and inform future reviews.

Status of Proposal:

At this stage, the proposal is:

☐	Proceeding (no significant equality impacts identified)
☒	Proceeding with mitigation actions
☐	Being amended to address equality impacts
☐	Requires a full/detailed EIA

If further work is required:

- Who is responsible?
- By when?

Date EIA completed:	
Signed by person completing:	

Next steps

Using the information from this assessment, provide a summary in the Equality Impact section in any committee reports and state an EIA is available.

If support or advice is needed at any point, please contact
equalities@bromsgroveandredditch.gov.uk

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REDDITCH BOROUGH COUNCIL

Executive Committee

8th September 2026**Quarter 1 2026/27 Housing Performance and Improvement Plan Update**

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 1 2026/27 Housing Performance is noted and
- 2) The Housing Improvement Plan Quarter 1 2026/27 Update is noted.

2. BACKGROUND

- 2.1 This report brings together the previous Housing Performance and Housing Improvement Plan updates into a single, clearer report.
- 2.2 The Regulator for Social Housing (RSH) has established the 'Tenant Satisfaction Measures' (TSM). This 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.
- 2.3 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).
- 2.4 It also broadens the performance framework beyond the 10 landlord TSM measures to include additional indicators on key housing

REDDITCH BOROUGH COUNCIL**Executive Committee****8th September 2026**

priorities, including tenancy audits, rent collection, former tenant arrears, void performance and associated rent loss. The

- 2.5 The Social Housing (Regulation) Act 2023 strengthened consumer regulation and gave the Regulator of Social Housing new powers to proactively inspect social landlords with over 1,000 homes from April 2024.
- 2.6 The inspection of Redditch Borough Council's landlord services, published on 30 July 2025, resulted in a C3 grading and identified the need for significant improvement across repairs, fire safety, compliance data, stock condition information, tenant engagement, complaints handling and performance reporting.
- 2.7 Key issues included overdue repairs and fire safety remedial actions, inconsistent data and oversight, limited stock condition survey coverage, overdue water safety actions, weak tenant influence arrangements and performance information that was not easily accessible to tenants.
- 2.8 The Housing Improvement Plan was initially approved by Executive Committee on 2 September 2025 however a revised version was subsequently approved on 9th June 2026 and provides the framework for addressing these issues, improving compliance, strengthening oversight and driving service improvement. This report provides an update on progress to date.

3. OPERATIONAL DETAILS**TSM Landlord Measures 2026/27**

- 3.1 The following sets out the performance for quarter 1 of 2026/27 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 Decent Homes data is held in the Asprey Asset Management system across the four Decent Homes categories: HHSRS, reasonably modern facilities, state of repair and thermal comfort. Work continues to cleanse and update this data as works are completed. Follow-up surveys are helping confirm where replacement is required and where repairs are sufficient. Properties requiring further work are included in

the capital programme or addressed through repairs. Good progress is being made in improving homes and bringing them back to decency.

Stock Condition Data

- 3.4 Stock condition surveys are being carried out by the Council's consultants, with urgent issues referred to the relevant teams for action. Some data cleansing has also been undertaken on assets within the database to improve the accuracy of stock information. As further survey data is received, the Capital Manager continues to review work programmes to ensure investment is targeted to property needs and required standards.

Table 1: Stock Condition Surveys as % of stock

Q1	Q2	Q3	Q4
56.78%			

Repairs Completed in Timescales

- 3.5 Repairs performance improved during Quarter 1, with both emergency and non-emergency repairs showing increased completion within the target timescales compared with the previous quarter. Although performance remains below the 100% target, the direction of travel is positive, and further improvement is expected as the new Repairs Policy becomes embedded. The introduction of a planned 60-day priority code will help ensure more complex works, such as window and door replacements, are categorised more appropriately and reported more accurately. Ongoing analysis of delayed repairs is also being used to identify the causes of underperformance, improve scheduling and prioritisation, and support continued improvement in future quarters. During this quarter, we have had a temporary gap in the structure with the manager of the Business Support moving to another internal post. Recruitment has now been completed, with the post due to be filled from mid- August.

Damp & Mould

- 3.6 Awaab's Law, which came into force on 27 October 2025, introduced set timescales for social landlords to respond to serious hazards, including damp, mould and emergency risks. Quarter 1 performance was mixed, with hazards made safe within five days meeting target and major works completed within 50 days close to target. However, emergency hazards made safe within 24 hours and investigations completed within 10 days were below target and remain areas for improvement. The damp and mould team will review missed

timescales, improve triage and monitoring, and use learning to improve compliance and tenant outcomes. Housing

BS- Maintaining Building Safety

BS02: Fire safety checks

- 3.7 There is a rolling programme for Fire Risk Assessments (FRAs). Delays continued this quarter due to consultant resource issues. To improve performance and compliance, the Council has extended follow-up with the consultant from 30 to 60 days before the FRA expiry date.
- 3.8 The outstanding remedial works from the FRAs are included in the table below.

Table 2: Fire Remedial Actions

2025/6	Q4 25/6	Q1	Q2	Q3	Q4
High	661	553			
Medium	1,436	1,342			
Low	181	138			
	2,278	2,033			

- 3.9 Outstanding actions continue to reduce, although over 95% of high-risk items relate to fire door and compartmentation works. The programme remains ongoing, with additional 2026/27 activity supported by a new contractor to accelerate delivery and further reduce outstanding actions. The programme established for the fire door replacement programme seeks to modernise and enhance protection for our residents.

BS06 – Electrical Safety Checks

- 3.10 The Electrical Safety Standards Regulations 2025 extend mandatory electrical safety requirements to social landlords. Fixed electrical installations must be inspected and tested at least every five years, with EICRs provided to tenants within 28 days and any remedial works completed within required timescales. As a consequence, the RSH has introduced BS06, “Proportion of homes for which all required electrical safety checks have been carried out”. This has previously been reported through quarterly performance reports, but BS06 now provides a standardised measure across the sector.

Complaints

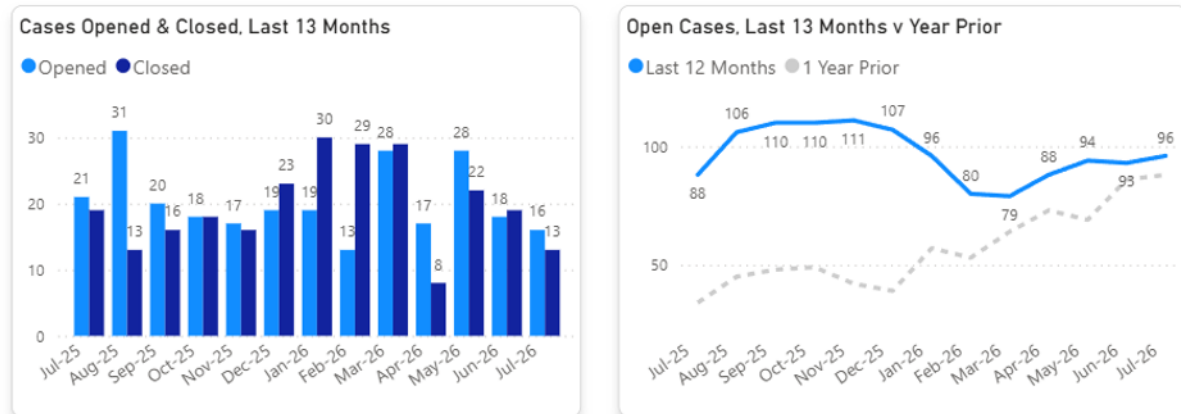
- 3.11 A total of 51 Stage 1 complaints were received during the quarter, compared to 43 in the previous quarter. This increase reflects ongoing work to improve complaint accessibility and ensure expressions of dissatisfaction are appropriately identified and logged. However, the more meaningful measure is the uphold rate, which remained stable at 43.5% compared to 43.9% in the previous quarter, indicating that complaint outcomes have remained consistent despite the increase in volumes.
- 3.12 Key themes have been identified from this quarter's complaints, with response times showing clear improvement. The volume of complaints remains within the range typically seen across social landlords of a similar size and represents a very small fraction of total repairs activity. The organisation continues to learn from tenant feedback, ensuring it informs service delivery. Positively, the quarter also saw 33 compliments received across Housing Services, demonstrating that tenants continue to recognise good service, helpful staff and positive outcomes alongside the formal complaints process.

Anti-Social Behaviour (ASB)

- 3.13 The Council provides a robust and accessible ASB service, working closely with partner agencies, including the Police. All reports are managed in line with policy, with a focus on prevention, early intervention, ongoing risk assessment and fair treatment. Where engagement does not resolve issues, the Council uses the enforcement tools available to address persistent or serious ASB.
- Between 1 April 2026 and 30 June 2026, 63 new ASB cases were opened and 46 were closed. At the end of June, 96 cases remained active.
 - Contributing factors include the continuing cost of living pressures, impacts on tenant wellbeing and improved reporting accuracy. While delays within the judicial system remain a challenge, progress has been made in progressing court action, particularly civil injunctions and possession proceedings where required.

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Figure 1: Cases by Month

**Voids**

- 3.14 Housemark, a housing sector benchmarking organisation, provides comparative performance data for social landlords. Its November 2025 monthly pulse survey reported routine void key-to-key times of 70 days at lower quartile, 43 days at median and 29 days at upper quartile. Continued improvement will depend on effective coordination between tenancy termination, void works and lettings. The measures table shows that our average void turnaround in Q1 was 29.2 days, placing performance within the upper quartile. Work is ongoing to improve major void performance, with an additional contractor brought in to increase capacity.

Tenancy Audits

- 3.15 The Council aims to complete home tenancy audits for all tenants every two years, with full coverage achieved by March 2028 at the latest. The audit cycle will then restart.
- 3.16 These audits help confirm that homes are occupied by the tenants they were let to, improve our understanding of household circumstances, and provide an opportunity to explain the landlord services available. They have also helped identify and respond to issues such as property neglect, domestic abuse and tenancy fraud, enabling the Council to offer further ongoing intensive support from our in-house Tenancy Sustainment Team as required, signpost residents to appropriate services, or take legal action where necessary to prevent tenancy breaches and help sustain tenancies.

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Tenant Profile Data

- 3.17 The data shows that basic tenant information, including title, name, date of birth, sex and nationality, has generally been captured and recorded accurately.
- 3.18 The focus of tenancy audits, and wider service efforts to improve data quality, is to increase the collection of information relating to protected characteristics, which remains comparatively low. The aim is to maintain complete and regularly updated tenant profile data, enabling us to better understand the diverse needs of our tenants and use this insight to shape, target and improve service delivery, ensuring services are accessible, responsive and equitable for all groups. This includes access to repairs, complaints and ASB services that can be monitored to ensure tenants are not unintentionally disadvantaged.

Rents

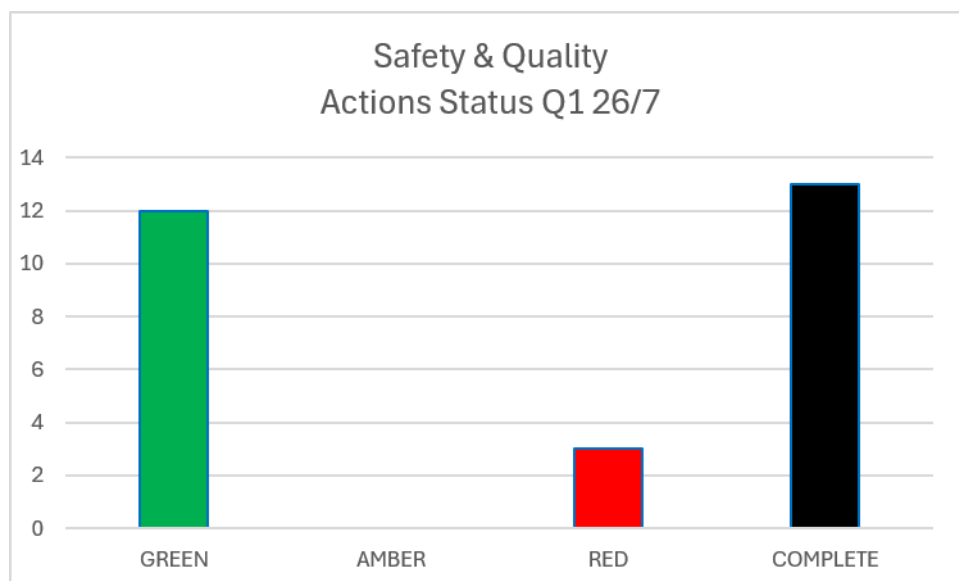
- 3.19 Rent arrears remain a key area of concern, with current tenant arrears standing at £1.421m, equivalent to 4.75% of the 2026/27 annual rent roll. Former tenant arrears are £1.201m, equivalent to 4.02% of annual rent income. Performance is currently lower quartile when benchmarked against comparator authorities.
- 3.20 This position is largely affected by reduced capacity within the Income Management Team, which is operating at 33% staffing capacity, with 4 officers in post and 8 vacancies. As a result, proactive arrears recovery has been limited, with available resources focused on high-risk cases and tenancy sustainment. Recruitment is underway and is expected to support improved performance in future quarters.

Housing Improvement Plan update

- 3.21 The following section provides a summary of progress against the Housing Improvement Plan actions that were due for completion in Quarter 1 2026/27. Updates are presented by Consumer Standard to show progress against each area of regulatory compliance, highlight actions completed or underway, and set out the arrangements in place to monitor delivery, manage any outstanding activity and support continued service improvement. The updated Housing Improvement Plan is included at **Appendix 2**.

Safety & Quality

- 3.22 Within the Housing Improvement Plan, the Safety and Quality Consumer Standard Improvement Plan include 28 actions covering stock quality, safety, repairs, maintenance, planned works and adaptations. This section updates Members on Quarter 1 progress and the arrangements in place to monitor compliance and service improvement. 12 actions are on target (Green), 3 actions are beyond their target date (Red) and 13 actions are complete.

**HRA Business Plan Review (RED)**

- 3.23 A review of the Housing Revenue Account Business Plan is anticipated by December 2026. The review will assess the long-term financial position of the HRA, including income, expenditure, investment requirements and the affordability of future works to the housing stock.

Totalmobile (RED x 2)

- 3.24 Work is continuing to develop and implement Totalmobile, rigours testing is in progress and identified some issues that are being resolved by the developer, including integration with Civica Cx and ensuring data flows correctly between systems. This will support more accurate repair reporting, improve triage at first point of contact and help ensure repairs are allocated to the correct priority and trade.

Fire Remedial Action Plan

- 3.25 A programme has been developed to address most outstanding remedial actions, with over 95% relating to fire door and

compartmentation works. Additional funding and contractor capacity have been secured to support delivery, with reductions in outstanding remedial actions evidenced at paragraph 3.8 above.

HHSRS and Awaab's Law Performance

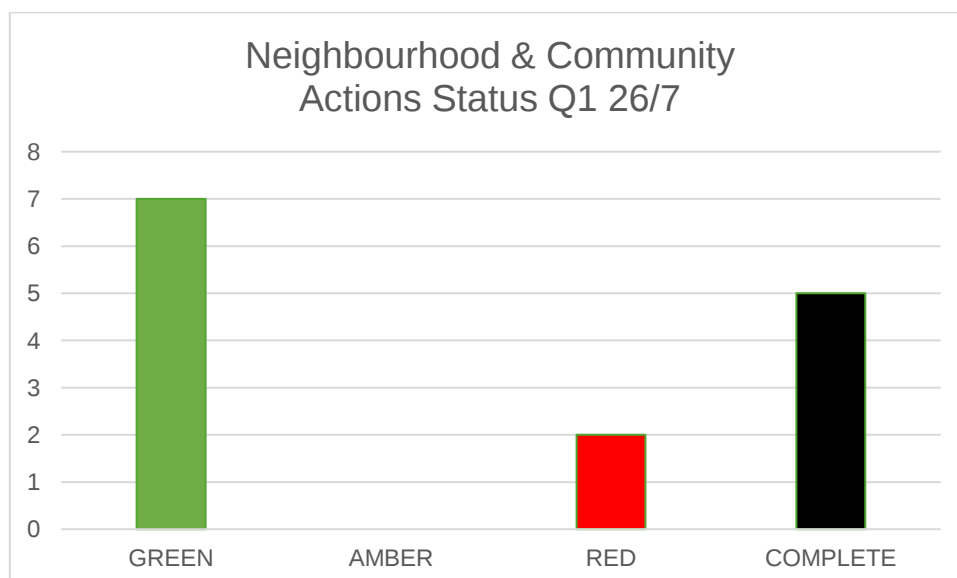
- 3.26 A performance sheet has been developed to monitor Housing Health and Safety Rating System hazards alongside the requirements of Awaab's Law. This allows performance on wider hazards to be compared with damp and mould activity and provide clearer assurance on response times, outcomes and follow-up actions.

Adaptations

- 3.27 Information on adaptations has been added to the Council's website, including advice, guidance and examples of the types of works that can be undertaken. This is intended to improve accessibility of information for tenants and support earlier engagement with the service.

Neighbourhood and Community

- 3.28 Within the Housing Improvement Plan, the Neighbourhood and Community Consumer Standard Improvement Plan includes actions covering anti-social behaviour, hate crime, tenancy management, neighbourhood safety, tenant engagement and partnership working. This section updates Members on Quarter 1 progress and the arrangements in place to monitor compliance, improve neighbourhood outcomes and support safer, more inclusive communities. 7 actions are on target (Green), 2 actions are beyond their target date (Red) and 5 actions are complete.



Housing ASB and Hate Incident Policy (RED)

- 3.29 Work has started on developing a housing-specific policy, replacing reliance on the brief ASB section within the Tenancy Management Policy and the wider corporate policy. The new policy will set out clear arrangements for hate incidents, partnership working, escalation routes, case management and performance monitoring. A draft policy and report are expected by the end of September; however, as formal approval is required, publication is expected early next year.

Tenant Portal Delivery (RED)

- 3.30 A technical issue requiring resolution by Civica delayed progress on this project; however, this was resolved during the quarter, allowing implementation activity to resume. Staff have been identified to support customer-focused testing during Quarter 3. Subject to testing and wider module implementation requirements, delivery is currently expected by December. Further information has been requested from the user group on implementation and testing timescales from the Council's peers to confirm the final programme.

Tenancy Sustainment Officer Team

- 3.31 Recruitment to the new team has been completed. The team is now fully operational, has been effectively embedded into the service and is already supporting positive outcomes for residents by helping to prevent tenancy failure.

ASB Communications and Tenant Information

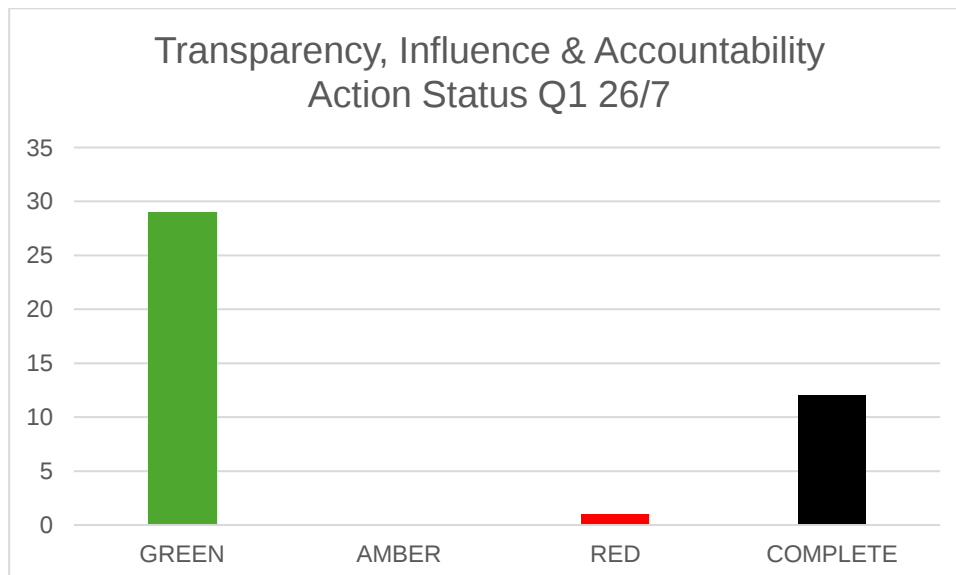
- 3.32 Communications activity took place during ASB Awareness Week, including social media posts to promote ASB reporting. Website content is being updated to provide clearer ASB information for tenants, with completion expected by the end of October.

Domestic Abuse Policy and Procedure

- 3.33 . Within Neighbourhood and Tenancy Services, domestic abuse training is included as part of staff induction. Civica Cx alerts are used to monitor MARAC cases, and case and task functions support safeguarding pathways and reporting. The timetable for reviewing and reissuing the Council's corporate Domestic Abuse policy and procedure will be discussed with the Community Safety service.

Transparency, Influence and Accountability

- 3.34 Within the Housing Improvement Plan, the Transparency, Influence and Accountability Consumer Standard include actions covering tenant engagement, complaints, performance information, communication, scrutiny and opportunities for tenants to influence services. This section updates Members on Quarter 1 progress and the arrangements in place to strengthen transparency, improve accountability and ensure tenant views continue to inform service improvement. 28 actions are on target (Green), 1 action is beyond their target date (Red) and 12 actions are complete.

**Live updates on repairs appointments (RED)**

- 3.35 Current manual processes are used to update customers about their appointments. Once implemented, Totalmobile will provide live updates throughout the appointment journey.

Tenant Profile Data

- 3.36 Tenant profile information is now included within the quarterly performance reports. Quarterly data-quality audits and targeted campaigns, including website prompts, letters, call scripts and frontline service prompts, will continue to improve the capture of missing profile information. Civica Cx processes and forms will also be reviewed to encourage or require completion of key fields, with progress reported

quarterly. This will help ensure tenant profile data is more complete and reliable, enabling services and communications to be better tailored to tenants' diverse needs.

Engagement with Tenants

- 3.37 Recruitment into key posts within the Housing Experience Team was undertaken during Quarter 1 to strengthen tenant engagement and scrutiny arrangements. The additional capacity and specialist knowledge will support clearer and more accessible opportunities for tenants to influence services, take part in scrutiny and help shape service improvement, with the benefits expected to be realised in subsequent quarters.
- 3.38 Engagement opportunities, guidance and supporting information will continue to be developed and promoted, including arrangements for tenant-led scrutiny, practical support, training, funding and clear information on tenants' rights, including the Right to Manage and Right to Transfer. The Tenant Engagement Policy was approved by the Executive in June 2026, with a wider strategy to follow, providing a consistent framework for formal and informal engagement and ensuring tenant feedback informs service improvement and any future proposals relating to the management of RBC social housing.

Information about landlord services

- 3.39 Work is continuing to improve the information available to tenants about landlord services, including live updates on repair appointments. Delivery of this functionality has been delayed by the wider implementation of Totalmobile, including integration with Civica Cx and system testing to ensure appointment information, repair status updates and data flows are accurate. Once implemented, this will provide tenants with clearer and more timely information about their repair appointments, reduce avoidable contact and improve transparency around repairs service delivery.

Performance Information

- 3.40 Six actions were due in Quarter 1 and all have been completed. TSM data was collected, validated and submitted to the Regulator within the required timescales, with supplementary queries also answered on time. The annual assurance process confirmed the data as accurate and reliable. TSM results have been published, and the Annual Report, including performance outcomes, actions delivered and planned improvements, was finalised and issued to tenants in early August

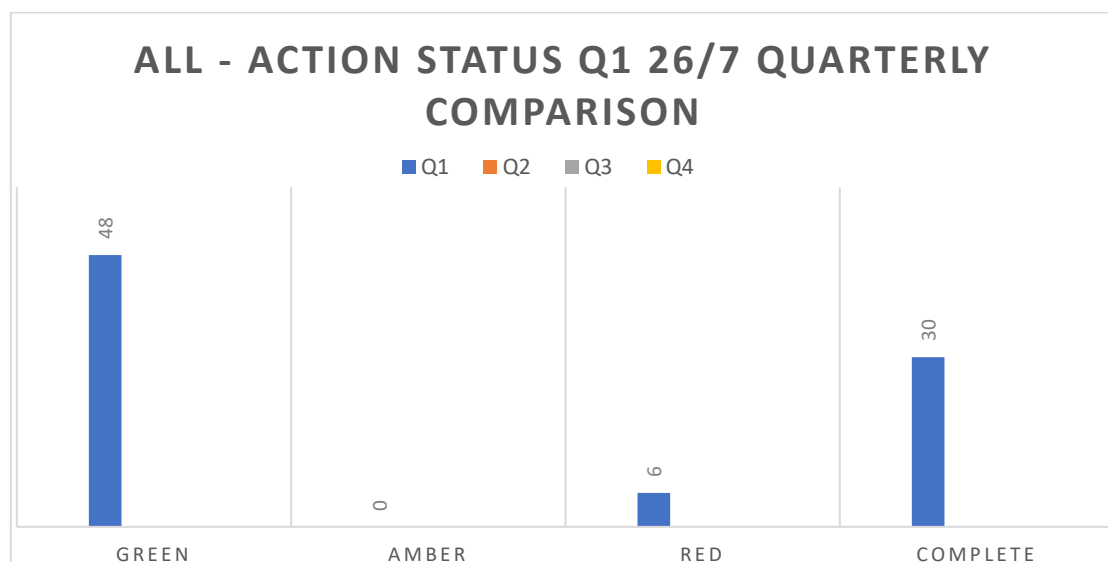
2026. This has improved the transparency of information available to tenants.

Complaints

- 3.41 Good progress has also been made in strengthening complaints management and learning. The Housing Ombudsman self-assessment has been completed, and together with the annual complaints performance report was submitted to and approved by the Executive Committee in June 2026. Additional capacity has been secured through the recruitment of a new Complaints Officer as part of the Housing Experience Team, supporting improved resilience, quality assurance and service learning. The complaints tracker has also been updated to clearly identify completed and outstanding actions, helping ensure commitments made through complaint responses are monitored, followed up and used to support ongoing service improvement.

Status Report Overall

- 3.42 48 actions are on target (Green), 6 actions are beyond their target date (Red) and 30 actions are complete.



Customer Engagement

- 3.43 The 2025/26 Housing Annual Report was issued to all tenants in early August 2026. It provides an update on housing performance and service improvements, including the Tenant Satisfaction Measure perception survey results from January and February 2026, the Council's regulatory judgement and performance over the previous

financial year. The report also invited tenants to express interest in taking part in tenant scrutiny activities.

- 3.44 As reported in Quarter 4 2025/6, the Tenant Satisfaction Measures results have helped shape the actions within the Housing Improvement Plan. Following this Executive meeting, updates will be shared through the Council's website and social media channels to inform customers about progress being made to improve services.

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

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- 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.

Community Implications

- 6.4 Through the delivery of Housing Services, the Council supports the needs of local communities and residents. This improves residents health and well-being. Alongside this, there is a strong partnership link with Community Safety Team to support tenants and communities in being and feeling safe. An example of this is the recent pilot of a multi-agency walk about in Woodrow that will be rolled out to all Estates. The aim was to bring together residents, housing, businesses, Council service representatives, police, public health teams and other partners to identify local concerns and agree practical solutions.

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**Appendices**

Appendix 1 - Measures Table

Appendix 2 – Housing Improvement Plan update

Background Papers

Housing Annual Report - [Housing Annual Report](#).

REDDITCH BOROUGH COUNCIL**Executive Committee****8th September 2026****9. REPORT SIGN OFF**

Department	Name and Job Title	Date
Portfolio Holder	Councillor Monk	13 th August 2026
Lead Director / Assistant Director	Guy Revans	6 th August 2026
Financial Services	Kunmi Joesph	N/A
Legal Services	Nicola Cummings, Principal Solicitor – Governance	11 th August 2026
Policy Team (if equalities implications apply)	N/A	
Climate Change Team (if climate change implications apply)	N/A	

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Appendix 1 – TSM Landlord Measures

Keeping Properties in good repair

	Measure Name	Type	Q4 25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
RP01	Homes that do not meet the Decent Homes Standard	%	11.05%	5.87%				0.00%	Amber
RP02.1	Repairs completed within Target Timescale (Non-Emergency)	%	71.95%	76.50%				100%	Red
RP02.2	Repairs completed within Target timescale – (Emergency)	%	83.6%	95.07%				100%	Amber

Damp & Mould

	Measure Name	Type	Q4 25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
DM1	% of emergency hazards made safe within 24 hours	%	100%	71.43%				100%	Red
DM2	% of hazards made safe within 5 days	%	100%	100%				100%	Green
DM3	% of hazards investigated within 10 days	%	91.6%	88.63%				100%	Amber
DM4	% of major works completed within 50 days	%	100%	99.53%				100%	Amber

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Maintaining Building Safety

	Measure Name	Type	Q4 25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
BS01	Gas Safety Checks	%	100%	100%				100%	Green
BS02	Fire Safety Checks	%	88%	96%				100%	Amber
BS03	Asbestos Safety checks	%	100%	100%				100%	Green
BS04	Water Safety checks	%	100%	100%				100%	Green
BS05	Lift Safety Checks	%	100%	100%				100%	Green
BS06	Electrical Safety Checks	%	96.74%	97.23%				100%	Amber
EI02	Electrical Test of Communal Areas	%	100%	100%				100%	Green
EI03	Smoke Alarms	%	99.31%	99.29%				100%	Amber
EI04	Carbon Monoxide Alarms	%	98.85%	100%				100%	Green

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Complaints

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
CH01.1	Complaints relative to the size of the landlord (Stage 1)	# per 1,000 homes	23.8	9.33				Less than 10	Green
CH01.2	Complaints relative to the size of the landlord (Stage 2)	# per 1,000 homes	4.06	2.01				Less than 3	Green
CH02.1	Complaints responded to within Complaint Handling Code timescales (Stage 1)	%	89%	92.5%				85%	Green
CH02.2	Complaints responded to within Complaint Handling Code timescales (Stage 2)	%	92%	92%				85%	Green

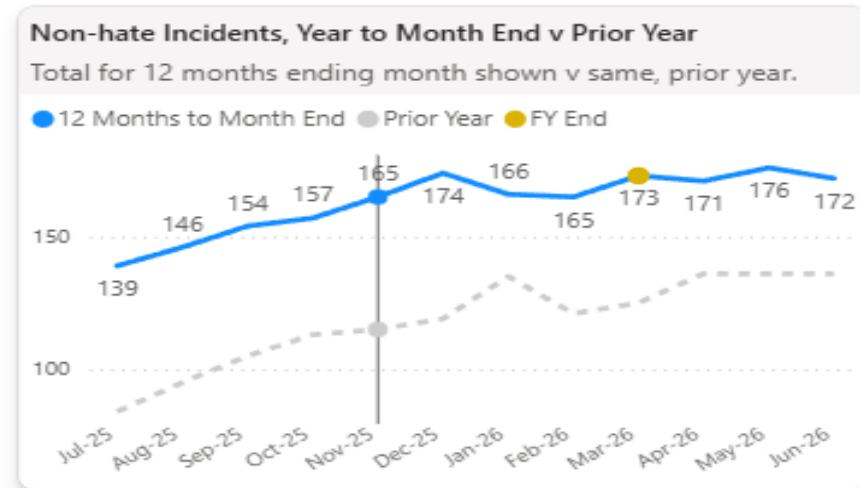
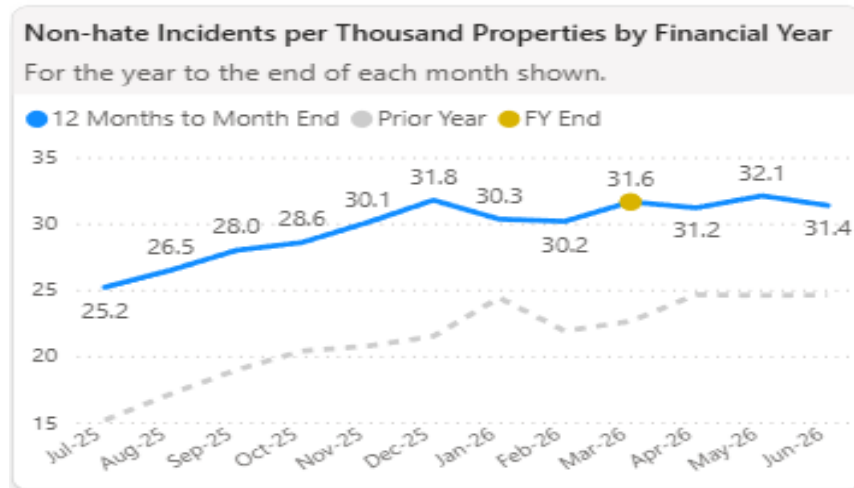
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Anti-Social Behaviour (ASB)

	Measure Name	Type	Q4 25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
NM01.1	Anti-social behaviour cases relative to the size of the landlord	# per 1,000 homes	33.1	31.4				35.5	Green
NM01.2	Anti-social behaviour cases (involving Hate Crime) relative to the size of the landlord	# per 1,000 homes	2.4	1.8				0.6	Red



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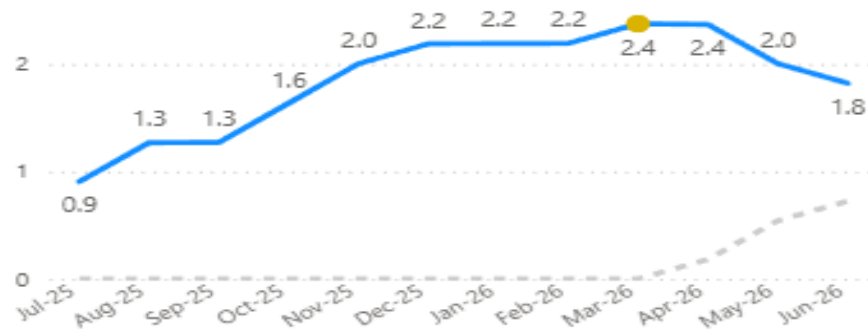
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Hate Incidents per Thousand Properties by Financial Year

For the year to the end of each month shown.

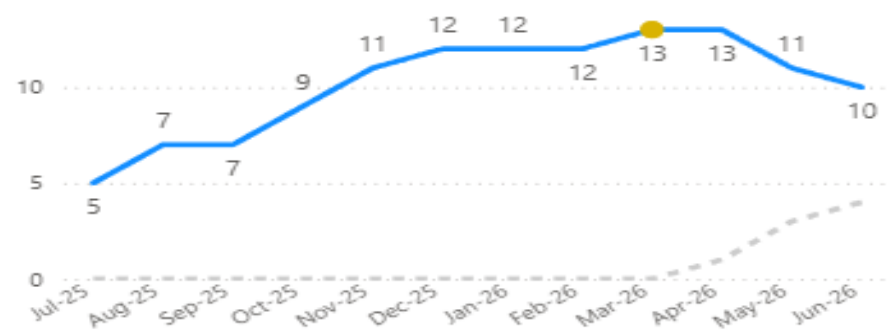
● 12 Months to Month End ● Prior Year ● FY End



Hate Incidents, Year to Month End v Prior Year

Total for 12 months ending month shown v same, prior year.

● 12 Months to Month End ● Prior Year ● FY End



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Tenancy Audits and Profile Data

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
	Tenancy Audits completed	Cumulative Number	1,121	1,464				2,730	Green
	% Tenancy Audits Completed	%	20.5%	26.78%				50%	Green
	Tenant Profile Data held by attribute								
	Disabilities	%	N/A	31.3%				50%	Green
	Date of Birth	%	N/A	91.8%				100%	Green
	Ethnicity	%	N/A	46.7%				75%	Green
	Forename	%	N/A	98.2%				100%	Green
	Surname	%	N/A	100.0%				100%	Green
	Gender	%	N/A	35.7%				50%	Green
	Marital Status	%	N/A	26.9%				50%	Green
	Nationality	%	N/A	97.3%				100%	Green
	Sexual Orientation	%	N/A	45.2%				75%	Green

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Void Measures

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
VM 1	Average Void Turnaround - Standard	Days	33.19	29.2				30	GREEN
VM 2	Average Void Turnaround - Capital	Days	198	164.9				56	RED
VM 3	Void Rent Loss	£	227,328.65	57,158.12				£225,000	GREEN

Rents

	Measure Name	Type	25/6	Q1 26/7	Q2 26/7	Q3 26/7	Q4 26/7	Target	RAG Rating
RM 1	Rent Arrears as a percentage of expected total Rent Annual Rent Income	%	3.3%	4.75%				3.2%	RED
RM 2	Former Tenant Arrears as a percentage of expected total Rent Annual Income	%	3.95%	4.02%				3.5%	RED

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Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Neighbourhood & Community	Safety of shared spaces							
	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	COMPLETE
				Local cooperation				

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
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	6/30/2026 REVISED 30/9/26	In Progress	RED

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	6/30/2026 REVISED 31/12/26	In Progress	RED
	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	COMPLETE	COMPLETE
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	COMPLETE	COMPLETE
Root cause analysis for low ASB satisfaction (TSMs)	Training for N&T Officers, discussions in their one to ones re surveys completed and outcomes. Making the completion of surveys mandatory in CX	Drivers of ASB dissatisfaction understood through targeted engagement, informing improvements that increase tenant confidence and satisfaction.	Housing Tenancy Experience Manager (HTEM)	30/06/2026	COMPLETE	COMPLETE

	Zero transactional returns from ASB surveys after case closure	Training for N&T Officers, discussions in their one to ones re surveys completed and outcomes. Making the completion of surveys mandatory.	High completion rates of post case ASB surveys, providing reliable insight to monitor performance and target service improvements.	Housing Tenancy Experience Manager (HTEM)	31/07/2026	In Progress	Green
Domestic abuse							
Registered providers must work co-operatively with other agencies tackling domestic abuse and enable tenants to access appropriate support and advice.	Registered providers must have a policy for how they recognise and effectively respond to cases of domestic abuse.	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.	Consistent, trauma-informed response to domestic abuse, with trained staff, robust risk assessment, safeguarding/MARAC processes and safe-move options.	N&T Manager	30/06/2026	COMPLETE	COMPLETE

		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.	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.	Strong partnership working with the local authority to support delivery of domestic abuse strategies and safe accommodation for victims and children.	N&T Manager	31/12/2026	In Progress	Green
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Standard	Required Outcomes	Specific Expectations	Key Deliverable/s	Specific Outcomes	Responsible Officer	Target Date	Status	RAG Rating
Safety & Quality	Stock Quality							
	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	31/7/26	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	31/3/27	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	30/9/26	In Progress	GREEN
	Decency							
	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	31/12/26	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	31/7/26	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)	6/30/2026 REVISED 31/12/26	In Progress	RED
		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	5/31/2026 REVISED 30/9/26	In Progress	RED
		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	31/12/26	In Progress	GREEN

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		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	30/6/26	COMPLETE	COMPLETE
	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	31/3/27	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	31/12/26	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	COMPLETE
	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	31/5/26	COMPLETE	COMPLETE
		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)	30/9/25	COMPLETE	COMPLETE
		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	31/8/25	COMPLETE	COMPLETE
		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	31/5/26	COMPLETE	COMPLETE
	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	31/8/25	COMPLETE	COMPLETE
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)	31/7/26	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	31/5/26	COMPLETE	COMPLETE
	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)	30/9/25	COMPLETE	COMPLETE
		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)	30/9/25	COMPLETE	COMPLETE
		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)	31/12/25	COMPLETE	COMPLETE
	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	6/30/2026 REVISED 30/9/26	In Progress	RED
	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	31/8/25	COMPLETE	COMPLETE
	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)	31/7/26	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)	31/3/27	In progress	GREEN
Adaptations							
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	31/5/26	COMPLETE	COMPLETE

		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	30/9/26	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	Fairness and respect							
	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	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)	30/09/2026	In progress	Green
	Diverse needs							
	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	In progress	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	In progress	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.	In progress	31/03/2027	In progress	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	In progress	Green
		Engagement with tenants						
	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	In progress	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	In Progress	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
		Information about landlord services						

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	In Progress	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 common law, in particular - (i) the right to a home that is fit for human habitation; and (ii) the right to receive notice of a proposed visit to carry out repairs or maintenance or to view the condition and state of repair of the premises; and d) the rights of disabled tenants to reasonable adjustments.	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	In Progress	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)	5/31/2026 REVISED 30/9/26	In Progress	RED
	Registered providers' housing and neighbourhood policies 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 for compliance with the consumer standards.	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	COMPLETE	COMPLETE
Performance information							
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: Technical requirements and Tenant Satisfaction Measures: Tenant survey requirements.	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	COMPLETE	COMPLETE
	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 their performance against the tenant satisfaction measures.	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 requirements.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
	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 satisfaction measures.	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	COMPLETE	COMPLETE
		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	COMPLETE	COMPLETE
		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	COMPLETE	COMPLETE
	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 and communication; c) how income is being spent, and d) their directors' remuneration and management costs.	Compliance with requirements and uploading of data in line with prescribed timescales	Tenants receive clearer information on performance, spending, remuneration and improvement actions.	Assistant Director (HPS)/ Assistant Director (HS)	30/06/2026	COMPLETE	COMPLETE
Complaints							

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	COMPLETE
		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	COMPLETE	COMPLETE
		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	COMPLETE	COMPLETE
		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	COMPLETE	COMPLETE
		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	COMPLETE	COMPLETE
			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
		Self-referral						
		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