

REDDITCH BOROUGH COUNCIL

Executive

2nd September 2025

Appendix 4: Housing Improvement Plan

<u>Consumer Standard</u>	<u>Consumer Standard outcome</u>	Action	Lead Officer	Target Date	Comments
<i>Neighbourhood and Community</i>	ASB and Hate Incidents 1.3	Provide ASB performance data via the Quarterly Performance Reports to Executive Committee and to tenants via the website and annual report,	Judith Willis	Jul-25	Included in report to Executive 2nd September and thereafter quarterly. Included in Annual Report. A corporate ASB webpage is to be developed. This would include a specific housing section and could include quarterly performance data
<i>Neighbourhood and Community</i>	ASB and Hate Incidents 1.3	Review data recording of Hate Incidents	Judith Willis	Sep-25	Work is in progress to improve Hate Crime report. Corporately it is reported through a North Worcestershire Community Safety Partnership reporting tool. Guidance is being developed for Officers to pull off these cases appropriately on the Housing system.
<i>Neighbourhood and Community</i>	ASB and Hate Incidents 1,3	Establish a procedure to keep tenants informed of the progress of their ASB cases	Judith Willis	Sep-25	Work is in progress to provide further training to NTO's regarding effective communication and positive case closure. Further, to implement the case closure survey at the point of closing the case.

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<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements</i> 1.4	Communicate to customers the priority codes and Repairs Policy together with performance against these	Simon Parry	Jul-25	Priority Codes included in the Annual Report posted out July 30th and a separate page on the website has been developed
<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements</i> 1.4	Mobilise the Caretaker Service to undertake regular cleaning, testing and inspection of Communal Areas	Simon Parry	Aug-25	Works commenced in early July to deep clean communal areas
<i>Safety & Quality</i>	<i>Health and Safety</i> 1.3	Finalise a plan for the completion for all outstanding remedial actions for Fire, EICR, and Legionella in appropriate timescales	Simon Parry	Sep-25	A plan is being developed that identifies financial implications.
<i>Safety & Quality</i>	<i>Health and Safety</i> 1.3	Mobilise a fire door inspection programme	Simon Parry	Sep-25	Discussions with a service provider are being finalised in order to mobilise and complete these inspections by December 2025.
<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements</i> 1.4	Implement Total Mobile for Repairs and Maintenance	Simon Parry	Sep-25	Final User Acceptance Testing is being undertaken.
<i>Safety & Quality</i>	<i>Stock Quality</i> 1.1	Develop a 5-year rolling programme to ensure Stock Condition Surveys are undertaken to all Housing Stock	Simon Parry	Sep-25	The stock condition surveys for 25/6 are due to commence in September and thereafter the rolling programme will ensure we record accurate data on an annual basis.
<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements</i> 1.4	Review all outstanding/overdue repairs and put in place necessary capacity to complete in a timely manner	Simon Parry	Oct-25	There is an ongoing review of outstanding/overdue repairs which has highlighted operational process issues which are now resolved, this

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					will allow a better understanding of capacity issues/demands on the service
<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements 1.4</i>	Use Repairs Performance Data to identify trends and root causes for improvements to be made and regularly monitor and manage performance	Simon Parry	Nov-25	With the Power Bi reports we are now able to better understand our data and identify trends or issues, work is ongoing with the Business Improvement Team.
<i>Safety & Quality</i>	<i>Health and Safety 1.3</i>	Undertake an independent review of the mitigation in place and the delivery programme for fire safety	Simon Parry	Dec-25	Identification of the scope and therefore providers for this is in progress.
<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements 1.4</i>	Review the Repairs Policy in conjunction with Tenants	Simon Parry	Dec-25	An initial draft is being undertaken and will form an important part of the new opportunities for tenants to influence policy and strategies.
<i>Safety & Quality</i>	<i>Repairs, Maintenance and Planned Improvements 1.4</i>	Develop a working group with tenants to seek further feedback on improvements required to deliver a more effective Repairs service	Simon Parry	Dec-25	Following expressions of interest as part of the Annual Report which every household will receive, we will develop this further.
<i>Safety & Quality</i>	<i>Decency 1.2</i>	Ensure the Housing Capital Programme reflects the volume and scope of works to meet the Decent Homes standard across all Housing stock	Simon Parry	Jan-26	Work is ongoing reviewing our decent homes data to ensure programmes include the affected properties
<i>Safety & Quality</i>	<i>Decency 1.2</i>	Undertake a review of the Housing Asset Management Strategy and the Housing Capital Programme developed for 2023-	Simon Parry	Jan-26	Linked to the information above the data will influence the Asset Management Strategy revisions which in

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		2027 in line with stock condition information			turn will form part of the opportunities for tenants to influence policy and strategies
<i>Safety & Quality</i>	<i>Health and Safety</i> 1.3	Utilise the feedback from the TSM Tenant Perception Survey to improve on the results from the 24/5 survey on 'Feeling Safe'	Simon Parry	Jun-26	Analysis of feedback is ongoing and will be used to understand, together with the new opportunities for tenants to influence policy and strategies, what can be done to provide greater reassurance to our tenants.
<i>Transparency, Influence and accountability</i>	Fairness and Respect 1.1	Ensure that tenant profile data is collected more widely across all customers so that services can be more reflective of tenants needs, including establishing an 'Every Contact Counts' philosophy.	Judith Willis/Simon Parry	Jul-25	Script developed for entry of data at point of contact. Wider review to be undertaken when no contact is received from customers
<i>Transparency, Influence and accountability</i>	Information about landlord service 1.4	Develop and publish the Annual Housing Report for 24/5	Judith Willis/Simon Parry	Jul-25	Annual Report circulated on 30th July 2025
<i>Transparency, Influence and accountability</i>	Information about landlord services 1.4	Implement a Tenants Portal within Cx	Judith Willis/Simon Parry	April 26	In progress
<i>Transparency, Influence and accountability</i>	Engagement with tenants 1.3	Review the range of opportunities available for tenants to influence and scrutinise strategies, policies and services and implement improvements identified in accordance with best practice	Judith Willis/Simon Parry	Sep-25	Recommendations from external report from TPAS to be agreed and actioned. Budget approval being sought for a Tenant Engagement & Participation Officer and

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					resources budget as part of this committee report.
<i>Transparency, Influence and accountability</i>	Complaints 1.6	Recruit to two new posts of Complaints and Quality Officer	Judith Willis	Nov-25	One complaints Officer to be recruited and the second post to be refocussed as a Tenant Engagement and Participation post.to work alongside a Senior Post.
<i>Transparency, Influence and accountability</i>	Performance Information 1.5	Housing Performance Dashboard completed, and performance reports provided to Executive and tenants.	Judith Willis/Simon Parry	Jan-26	Quarterly performance reported to Executive Committee – this commenced in June 2025. Performance reporting contained within the Tenants Annual Report – published on 30 July 2025.
<i>Transparency, Influence and accountability</i>	Performance Information 1.5	Establish a communications strategy to regularly update tenants on services and performance	Judith Willis	Jan-26	In progress
<i>Transparency, Influence and accountability</i>	Complaints 1.6	Undertake further engagement with tenants and learn from our peers how they have sought to improve complaint handling satisfaction	Judith Willis	Jan-26	In progress
<i>Transparency, Influence and accountability</i>	Complaints 1.6	Improve how promptly complaints are addressed	Judith Willis	Dec - 25	Quarter 1 data shows the following improvements: Complaints responded to within Complaint Handling

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					Code timescales (Stage 1) 93% in Q1, compared to 62% for 2024/25. Complaints responded to within Complaint Handling Code timescales (Stage 2) 100% in Q1, compared to 80% in 2024/25
<i>Transparency, Influence and accountability</i>	Fairness and Respect 1,1	Ensure a programme of training is delivered to ensure tenants are treated with fairness and respect	Judith Willis/Simon Parry	Mar-26	In progress and is included as part of CIH qualification that Officers hold or are scheduled to enrol.
<i>Transparency, Influence and accountability</i>	Fairness and Respect 1.1	Develop a programme for embedding the Council's corporate culture work programme within Housing Services	Judith Willis/Simon Parry	Mar-26	In progress
<i>Transparency, Influence and accountability</i>	Engagement with tenants 1.3	Continue work with TPAS to develop a robust tenant engagement offer with future reporting to Executive Committee setting out key actions and required resources.	Judith Willis/Simon Parry	Nov-26	One complaints Officer to be recruited and the second post to be refocussed as a Tenant Engagement and Participation post.to work alongside a Senior Post.
<i>Transparency, Influence and accountability</i>	Diverse Needs 1.2	Implement the Customer Profile Action Plan, with milestones established	Judith Willis/Simon Parry	Jan-27	In progress

Appendix 5: Housing Improvement Plan Governance Proposals

1. Housing Strategic Oversight Board

Purpose:

Provide strategic direction, ensure alignment with broader housing policy, make recommendations to the Executive Committee and monitor overall progress and reporting of the Housing Improvement Plan

Membership:

- Chair: Portfolio Holder for Housing
- Deputy Leader/Portfolio Holder for Performance and Governance
- Senior representatives
 - Chief Executive
 - Executive Director - Environment and Communities
 - Assistant Director – Community and Housing Services
 - Assistant Director – Environmental and Housing Property Services
 - Finance (as required)
 - Legal Services (as required)
 - Tenant/Leaseholder Representatives (4)

Key Objectives:

- Recommend the Housing Improvement Plan and major revisions.
- Ensure alignment with local and national housing strategies.
- Monitor strategic risks and mitigation plans.
- Recommend funding allocations and major procurement decisions.
- Champion resident engagement and equity

Meeting Frequency:

Every 3rd month to replace the meeting of the Housing Improvement Board, with additional meetings as required.

2. Housing Improvement Board

Purpose:

As with the Housing Strategic Oversight Board, strategic oversight.

Membership:

- Chair: Portfolio Holder for Housing
- Senior representatives
 - Executive Director - Environment and Communities
 - Assistant Director – Community and Housing Services
 - Assistant Director – Environmental and Housing Property Services
 - Finance (as required)
 - Legal Services (as required)
 - Tenant/Leaseholder Representatives (4)

Key Objectives:

- Ensure and monitor high-level progress and risks.
- Ensure alignment with corporate priorities.
- Escalate issues to the Housing Strategic Oversight Board and/or Executive Committee as required.

Meeting Frequency:

Every month with the 3rd meeting being the Housing Strategic Oversight Board, with additional meetings as required.

3. Housing Delivery Group

Purpose:

Oversee the implementation of the HIP, manage programme-level risks, and ensure delivery against milestones.

Membership:

- Chair: Executive Director
- Representatives
 - Assistant Director – Community and Housing Services
 - Assistant Director – Environmental and Housing Property Services
 - Housing Property Services Manager
 - Housing Services Manager
 - Communications
 - Senior Tenant Engagement & Participation Officer
 - Business Improvement Team

Key Objectives:

- Track progress against programme milestones.
- Manage interdependencies between projects.

- Escalate risks/issues to the Housing Improvement Board/Strategic Oversight Board
- Ensure budget adherence and value for money.
- Coordinate stakeholder communications and engagement.

Meeting Frequency:

Monthly

4. Operational Working Groups

Purpose:

Deliver specific components of the Housing Improvement Plan e.g., repairs, compliance, engagement/participation, and report progress to the Housing Delivery Group.

Membership (varies by group):

- Group Lead (e.g., Repairs Manager, Capital Manager, M&E Manager)
- Technical Officers
- Senior Engagement & Participation Officer
- Contractors/Delivery Partners
- Data Analyst (as needed)

Key Objectives:

- Implement operational tasks and projects.
- Monitor day-to-day delivery and resolve issues.
- Engage residents and gather feedback.
- Report progress and KPIs to HDG
- Ensure compliance with safety and quality standards.

Meeting Frequency:

Bi-weekly

