Quarter 2 - Housing Improvement Plan Update

Relevant Portfolio Holder	Councillor Bill Hartnett
Portfolio Holder Consulted	Yes
Relevant Assistant Directors	Simon Parry & Judith Willis
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Wards Affected	All
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 is asked to RESOLVE that: -

1) **The Housing Improvement Plan Quarter 2 2025/26 Update, which includes actions to address areas for improvement, confirmed as part of the Regulator of Social Housing inspection process, is noted.**

2. BACKGROUND

Regulator of Social Housing

2.2 The Social Housing (Regulation) Act received royal assent in July 2023 and amended the original delivery of regulations under Section 193 of the Housing and Regeneration Act 2008. The Social Housing (Regulation) Act amended the original Consumer Standards, with the Regulator of Social Housing (RSH) consulting on the revised standards between July and October 2023. The new Consumer Standards were published in February 2024 together with the RSH's first Consumer Standards Code of Practice.

2.3 In April 2024, the RSH was given new powers, following the introduction of the Social Housing (Regulation) Act 2023, to proactively inspect all social housing landlords (with over 1,000 homes) as part of a continuing effort to drive up standards within the social housing sector. This in effect sees the return of regulation for local authority social housing landlords for the first time in several years of deregulation.

2.4 An inspection of Redditch Borough Council's landlord services was published on 30th July 2025 with a C3 grading. The Regulatory Judgement recognised that Redditch Borough Council needed significant improvement within Repairs and Maintenance with particular reference to the large number of overdue repairs (circa 3,000), lack of root cause analysis and strategic oversight, inconsistent data, lack of visibility and promotion of the repairs policy on the Council's website.

2.5 Fire safety was another area where significant improvement was required with nearly 3,000 overdue remedial actions from Fire Risk Assessments. The lack of opportunities for tenants to influence and scrutinise housing services and having no tenant engagement strategy nor formal tenant groups was also identified in the inspection.

2.6 Other notable weaknesses identified were only 20% of housing stock had a condition survey undertaken in the last five years with 25% having no recorded condition survey. Whilst all risk assessments are complete for Water Safety at the time of the inspection, there were over 150 overdue actions.

2.7 Complaint handling was generally slow in achieving response times, as set out by the Housing Ombudsman, although it was acknowledged there had been early improvements in achieving better performance. Performance Information publicised to customers was not easily accessible or well communicated to tenants.

2.8 At a meeting on 2nd September 2025, the Executive Committee approved the Housing Improvement Plan and the following report provides an update on progress to date.

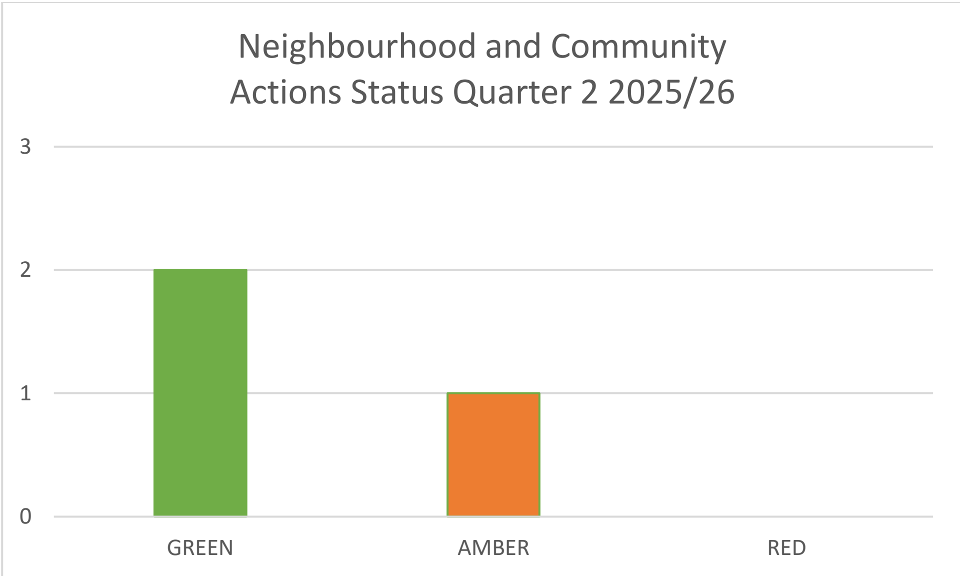
3. OPERATIONAL ISSUES

3.1 The Housing Improvement Plan was approved by Executive on 2nd September 2025 and is built on the areas within the Consumer Standards where the Council has not previously met the desired outcomes. The actions cover Safety and Quality, Transparency, Influence and Accountability and Neighbourhood and Community.

3.2 The Housing Improvement Plan update for Quarter 2 2025/26 is included at Appendix 1. A summary of progress against each of the Consumer Standards is represented below graphically using a RAG (Red, Amber Green) rating where Green, is identified tasks that are on target or have been completed, Amber, where the task is near to target and Red where it is off target.

Neighbourhood and Community

3.3 The following table sets out progress for the 3 actions within the HIP under this Consumer Standard.

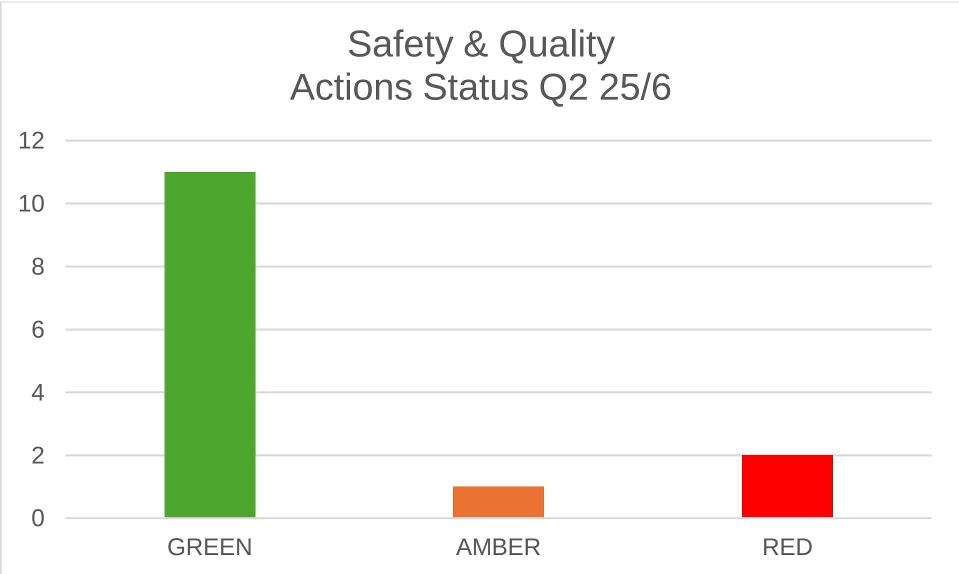


3.4 ***NC3 – Establish a procedure to keep tenants informed of the progress of their ASB cases***

Work is progressing to ensure staff are trained. Processes within our systems are updated including the implementation of a final visit when a case is closed.

Safety and Quality

3.5 The following table sets out progress for the 14 actions within the HIP under this Consumer Standard.



3.6 The following are those actions within the HIP denoted as AMBER or RED.

3.7 ***SQ3 – Finalise a plan for the completion for all outstanding remedial actions for Fire, EICR and Legionella in appropriate timescales.***

A revised programme for the fire prevention programme which equates to nearly 90% of the high-risk remedial actions notably fire doors and compartmentation has been drafted and will form part of the report setting budgets for 2026/27. Other streams of work where remedial actions are outstanding are having plans finalised, these principally involve gas and electrical issues.

For Electrical Inspection Condition Reports (EICR) work is progressing with contractors issued with the properties where no certificate is currently held either at all or within the 5-year reporting cycle together with remedial actions. Greater co-ordination between Housing Tenancy Officers and The Electrical and Gas Teams is now in place to visit and seek to gain entry to those hard to reach properties currently outstanding.

For Legionella the remining actions have been allocated to contractors with conclusion to these due by the end of November 2025.

3.8 ***SQ5 - Implement Total Mobile for Repairs and Maintenance.***

In the last quarter the Council has lost the project manager assisting the team in the configuration and development prior to implementation of the Total Mobile (TM) system. The Repairs Module in the TM system is configured and the contractor and cyclical modules including gas have amendments to the system being made alongside final testing.

3.9 ***SQ9 - Undertake an independent review of the mitigation in place and the delivery programme for fire safety***

Work on this action has not progressed at this stage, to identify both the scope of the independent review nor those providers that have the capacity and capability to undertake this work.

Safety and Quality Serious Failings

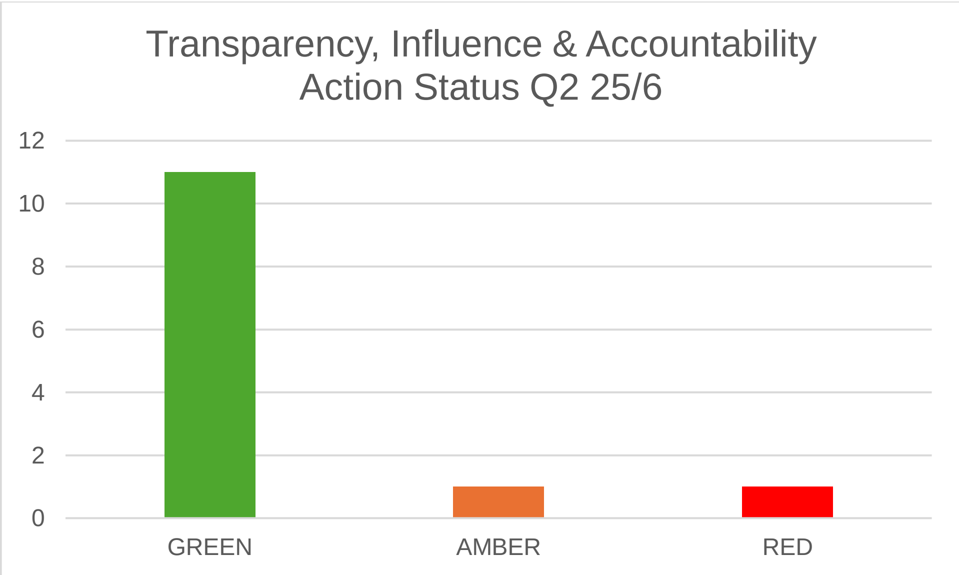
3.10 Within the Regulatory Judgement serious failings under Safety and Quality included circa 3,000 overdue repairs and maintenance jobs. As contained in the updated HIP, this number has at the end of Quarter 2 reduced to 1,052 with 521 currently in progress and a further 91 at no access. In total, 85% of the overdue jobs are Priority 3 - Non urgent jobs. These are predominantly larger jobs covering items such as fencing and roofing which will require additional capacity through contractors to complete.

3.11 Fire Remedial Actions also had circa 3,000 items overdue.
At the end of Quarter 2 there were 2,611 overdue actions. These actions are broken down into the 3 categories of High Medium and Low Risk. Further work is being undertaken to review the outstanding actions and data cleansing to ensure effective and timely programmes are in place to accelerate the reduction in outstanding numbers. From the High category 91% of actions are fire door/compartmentation, 8% are mechanical and electrical works and 1% is with Repairs and Maintenance. The budget for 2025/26 for fire door/compartmentation works is £1.5 million and a proposal in budget setting for 2026/27 will seek an increase to £2.5m to accelerate the programme

2025/6	Q1	Q2
High	788	695
Medium	1,765	1593
Low	363	291
Total	**2,916**	**2,579**

Transparency, Influence and Accountability

The following table sets out progress for the 13 actions within the HIP under this Consumer Standard.



The following are those actions within the HIP denoted as AMBER and RED.

3.12 **TIA3 Implement a Tenants Portal within Cx**

Whilst there are potential resolutions, from Civica, for their Cx Housing System, for 2 of the 3 security issues identified, the remaining issue is not resolved at this stage. We are seeking further clarification from the software provider on how this is going to be remedied.

3.13 **TIA4 - 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**

Draft proposals for the range of formal and informal opportunities that tenants can interact and influence Housing Services is in progress. The job description for the Senior Tenant Engagement Officer is being evaluated which will be followed by recruitment into post in early 2026. As such the capacity to finalise and implement the opportunities for tenants to co-design and scrutinise housing service delivery is anticipated to conclude in March 2026.

3.14 **Acceleration of Improvements**

The initial programme for the delivery of fire door replacements across the whole of the housing stock together with associated compartmentation works were scheduled for completion in 2029/30. However, reviewing the programme within the 2026/7 & 2027/8 budget setting processes for the HRA Capital Investment Programme we are proposing to increase budgets to £2.5m within each financial year to accelerate the programme.

Governance Arrangements

3.15 To ensure that the Housing Improvement Plan is managed and monitored effectively, governance arrangements were approved by Executive Committee on 2nd September 2025.

3.16 The following is the timeline of meetings of Housing bodies that are due to meet prior to this Executive Committee.

29/9/25	Housing Delivery Group
9/10/25	Housing Improvement Board
3/11/25	Housing Strategic Oversight Board.

Subsequent meetings have been diarised.

Provider Improvement Meetings

3.17 Following the Regulatory Judgement, as part of the RSH powers under the Social Housing (Regulation) Act 2023, there is a Provider Improvement Process. This is a formal mechanism by which the RSH can issue a Performance Improvement Plan (PIP) Notice, where the RSH has identified concerns through the inspection process and or through data.

3.18 Regular monthly meetings are being held with representatives of RSH that commenced in August 2025 to provide assurance that the concerns raised are being actioned in a timely manner. Through this meeting and the Housing Strategic Board, a revised HIP is being produced that will be further embedded within the Consumer Standards and the required outcomes of those standards.

Customer Engagement

3.19 The 2024/25 Housing Annual Report was issued to all tenants and leaseholders at the end of July/early August to provide an update on the Regulatory Judgement and the Council's performance across the last financial year. Within this, the Council requested expressions of interest for involvement in the different aspects of tenant scrutiny.

3.20 Across the authority’s governance meetings the Council has set a standard agenda item for communications so that the Council can prepare suitable and timely communications to update on progress, milestones or performance against the HIP.

Work is progressing with the next roll out of the Tenant Satisfaction Measures tenant perception survey which is targeted for a mid-January 2026 launch.

4. FINANCIAL IMPLICATIONS

4.1 The Housing Revenue Account will fund the additional costs in line with the requirements of the Social Housing Regulation Act 2023 and the outcomes of the Regulatory Judgement.

4.2 Where there is any financial pressure to carry out improvements to Council housing and or acceleration of programmes of work, these will be included in the budget setting report for the financial year 2026/27.

5. LEGAL IMPLICATIONS

5.1 The report sets out the requirements of legislation which the Council is required by law to adhere to. There is a need for compliance with Section 193 of the Housing and Regeneration Act 2008 as amended by the Social Housing (Regulation) Act 2023.

5.2 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 There are no direct implications for Local Government Reorganisation.

Relevant Council Priority

6.2 Community and Housing

- Build more Council homes.
- Ensure the Council’s housing stock is clean and safe to live in
- Reduce the housing waiting list.
- Reduce the number of families in temporary accommodation.
- Improve time taken for repairs to be completed.

Climate Change Implications

6.3 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. Within the Housing Revenue Account (HRA) Capital Programme there are budgets established to improve the energy efficiency rating of properties with an Energy Performance Certificate of D or below.

Equalities and Diversity Implications

6.4 The contents of this report impact on all the Council's Housing Tenants.

7. RISK MANAGEMENT

7.1 The following represent the key risks identified.

Risk	Description	Risk Mitigation
Failure to address improvements identified in the Regulatory Judgement	The Council cannot demonstrate the assurance required by the Regulator to make the improvements identified in the Regulatory Judgement	Housing Improvement Plan with regular review through Housing Departmental Meetings (DMT), Portfolio for Housing and quarterly reporting of progress to the Executive Committee.
Failure to meet the Consumer Standards	The Council fails to meet the Consumer Standards which could lead to a self-referral and subsequent actions	Housing Improvement Plan progress monitoring and annual self-assessment.
Reputational Damage	Confidence in the Council's Housing Service declines affecting stakeholder relationships	Acknowledge the judgement publicly and promptly. Demonstrate a clear commitment to improve and provide transparency on progress against the improvement plan through proactive media and social media management

8. APPENDICES and BACKGROUND PAPERS

Appendices

Appendix 1: Housing Improvement Plan

Background Papers

Housing Regulator Consumer Standards - [Regulatory standards for landlords - GOV.UK]

9. REPORT SIGN OFF

Department	**Name and Job Title**	**Date**
Portfolio Holder	Councillor Bill Hartnett	18/10/25
Lead Director	Guy Revans Executive Director	27/10/25
Financial Services	Kunmi Joesph, HRA Finance Business Partner	21/10/25
Legal Services	Nicola Cummings	21/10/25
Policy Team (if equalities implications apply)	N/A	
Climate Change Team (if climate change implications apply)	N/A	