

REDDITCH BOROUGH COUNCIL

Executive

23rd February 2026

Quarter 3 - 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 3 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

- 2.1 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.
- 2.2 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

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sector. This in effect sees the return of regulation for local authority social housing landlords for the first time in several years of deregulation.

- 2.3 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.
- 2.4 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.
- 2.5 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.
- 2.6 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.
- 2.7 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 3 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

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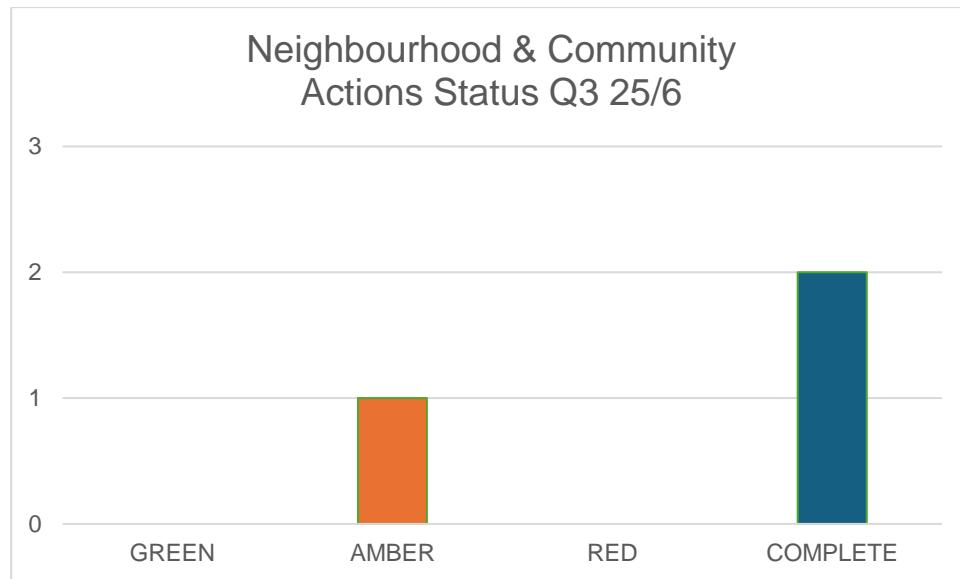
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target, Amber, where the task is near to target and Red where it is off target. All Completed tasks are annotated accordingly.

Neighbourhood and Community

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

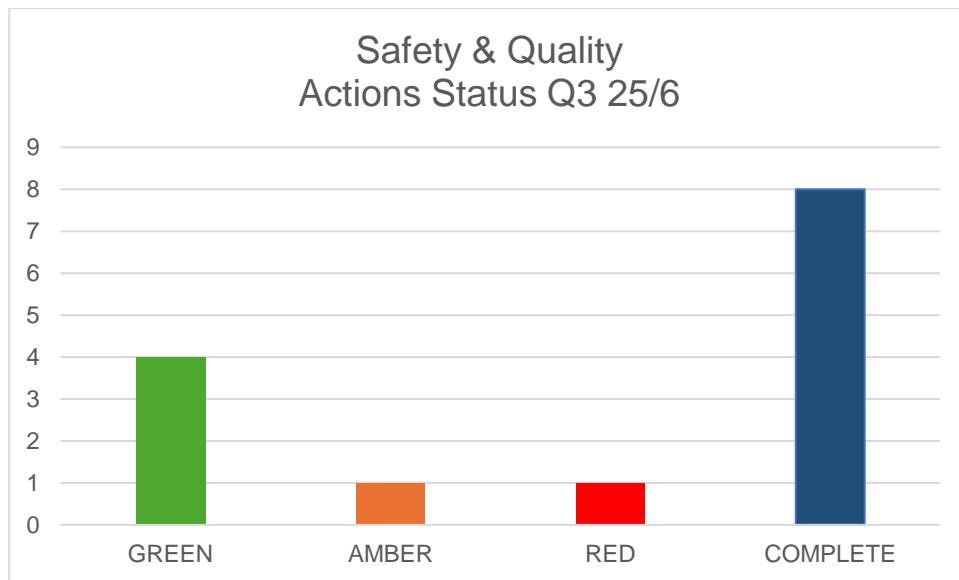


3.4 ***NC3 – Establish a procedure to keep tenants informed of the progress of their ASB cases.***

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. As part of the review of processes we are looking to purchase and implement the ASB Module within our Housing Management Software to provide greater consistency and performance monitoring of cases.

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

In the last quarter the Council has procured a new project manager to assist the team in the configuration and development prior to implementation of the Total Mobile (TM) system. During this period there have been integration issues between the Housing Management System and TM which we are collaborating with both providers to resolve.

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

Within the last quarter a procurement framework and a service provider have been identified in the next quarter the scope and timeframe for the review will be completed, working towards mobilisation.

Safety and Quality Serious Failings

3.9 Within the Regulatory Judgement serious failings under Safety and Quality included circa 3,000 overdue repairs and maintenance jobs. This number has at the end of Quarter 3 reduced to 1,047 with 300

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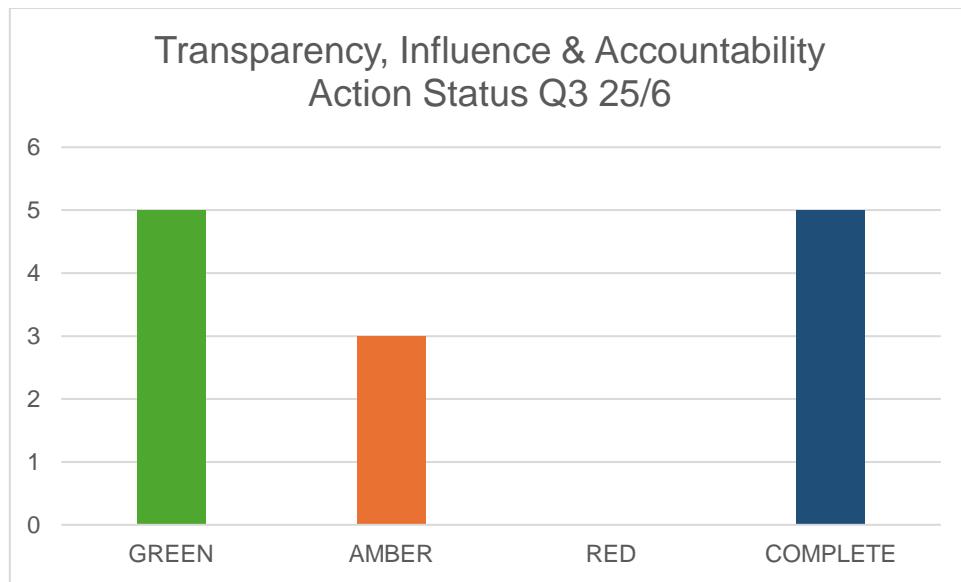
currently in progress. The reduction has been very limited this quarter as the winter period has seen an increase in newly arising repairs which has placed additional pressure on the repairs team to complete jobs. In total, 85% of the overdue jobs are Priority 3 - Non urgent jobs. These are predominantly larger jobs covering items such as fencing (258 jobs) and roofing which require additional capacity through contractors to complete.

3.10 Fire Remedial Actions also had circa 3,000 items overdue. At the end of Quarter 3 there were 2,475 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	Q3	Q4
High	788	695	677	
Medium	1,765	1593	1,539	
Low	363	291	259	
	2,916	2,579	2,475	

Transparency, Influence and Accountability

3.11 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

The latest version of Civica Cx will launch on 27th January 2026 after which the demonstration of the portal can be loaded and evaluated to assess if this resolves security issues that have been previously identified. We will then be able to commence configuration in preparation for go live in April 2026.

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 has been produced with further benchmarking with peers required to refine these options. 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 TIA5 – Recruit to two new posts of Complaints and Quality Officer

Following review, a Senior Complaints Officer has been recruited into commencing in December 2025, and the post of Complaints Officer is to be recruited into during Q4.

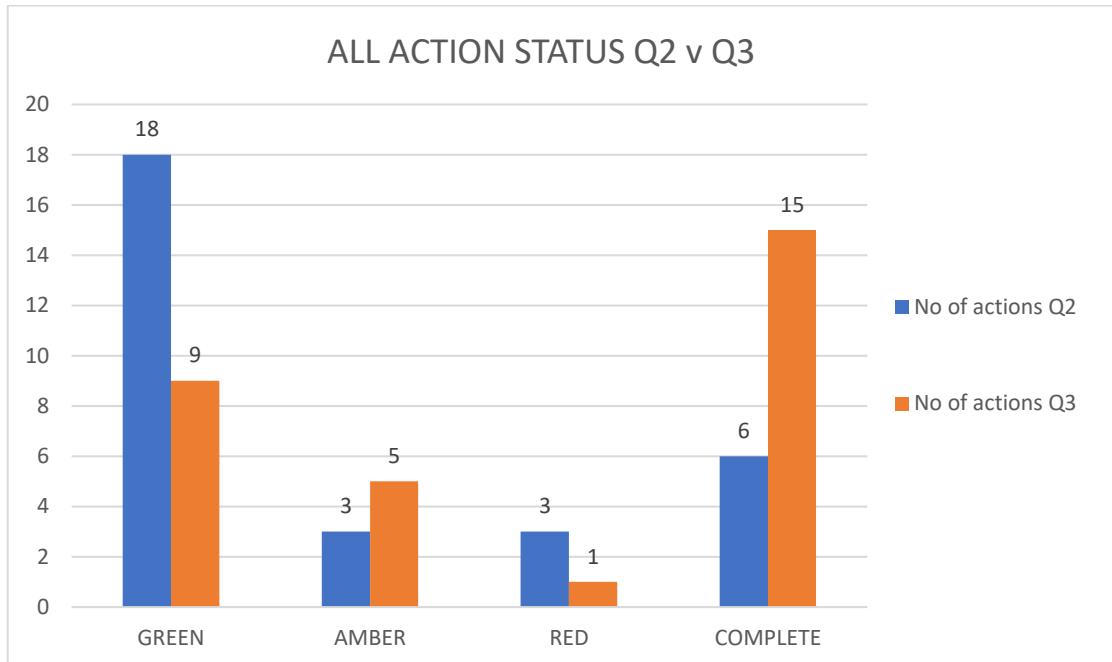
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3.15 Status Report Overall

The graph below illustrates the number of actions within each of the red, amber and green categories together with the number of complete actions. Furthermore, the graph illustrates the number of actions for Quarter 2 when compared to Quarter 3.



Governance Arrangements

- 3.16 To ensure that the Housing Improvement Plan is managed and monitored effectively, governance arrangements were approved by Executive Committee on 2nd September 2025.
- 3.17 There are separate meetings for the Housing Delivery Group, Housing Improvement Board, and Housing Strategic Oversight Board with all meetings diarised.

Provider Improvement Meetings

- 3.18 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.

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3.19 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 developed that will be further embedded within the Consumer Standards and the required outcomes of those standards and is envisaged to be used in 26/7 subject to approval.

Customer Engagement

3.20 The 2024/25 Housing Annual Report was issued to all tenants and leaseholders at the end of July/early August 2025 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.

3.21 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.

3.22 Work is progressing with the next roll out of the Tenant Satisfaction Measures tenant perception survey which is targeted for 20th January 2026 launch and will close on 13th February 2026. For those tenants where we have a mobile number they will be invited to undertake the survey via a text message, it can also be completed on line through our website and for those properties where we do not have a phone number they will receive a letter advising of the various methods by which the survey can be completed together with how they can update their contact details that the Council holds.

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 conduct 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

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Section 193 of the Housing and Regeneration Act 2008 as amended by the Social Housing (Regulation) Act 2023.

5.2 Inspections are conducted 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 Council cannot demonstrate the assurance required by the Regulator to make the improvements	Housing Improvement Plan with regular review through Housing Departmental Meetings (DMT), Portfolio for Housing, and quarterly

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the Regulatory Judgement	identified in the Regulatory Judgement	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](https://www.gov.uk/government/publications/regulatory-standards-for-landlords)