

REDDITCH BOROUGH COUNCIL

Executive

9th June 2026

Quarter 4 Update and 2026/27 Housing Improvement Plan

Relevant Portfolio Holder	Councillor Ashley Monk
Portfolio Holder Consulted	Yes
Relevant Assistant Directors	Simon Parry & Judith Willis
Report Author	Job Title: Assistant Director of Environmental and Housing Property Services, 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 & 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 4 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) The 2026/27 Housing Improvement Plan, which includes actions to address areas for improvement identified across the Consumer Standards is approved.**
- 3) Delegation be given to the Assistant Director Environment & Housing Property and Assistant Director Community & Housing, following consultation with the Housing Portfolio Holder, to revise the 2026/27 Housing Improvement Plan, in response to requirements raised by the Regulator for Social Housing, as part of their Provider Improvement Process, and in response to legislative changes.**

2. BACKGROUND

- 2.1 The Social Housing (Regulation) Act 2023 empowered the Regulator of Social Housing to inspect local authority landlords as of April 2024. In July 2025, an inspection revealed that Redditch Borough Council required significant improvements in areas including repairs, maintenance, fire safety, tenant engagement, and condition surveys. Other concerns included delays in water safety measures and slow resolution of complaints.
- 2.2 After the regulatory outcome, the improvement plan was developed and approved in September 2025, and it is now monitored under new governance structures such as the Housing Strategic Oversight Board and Housing Improvement Board, both chaired by the housing portfolio holder with senior council officers also present. Increased oversight is provided to the Executive, with quarterly reports assessing progress on the plan and also on housing performance overall.

3. OPERATIONAL ISSUES

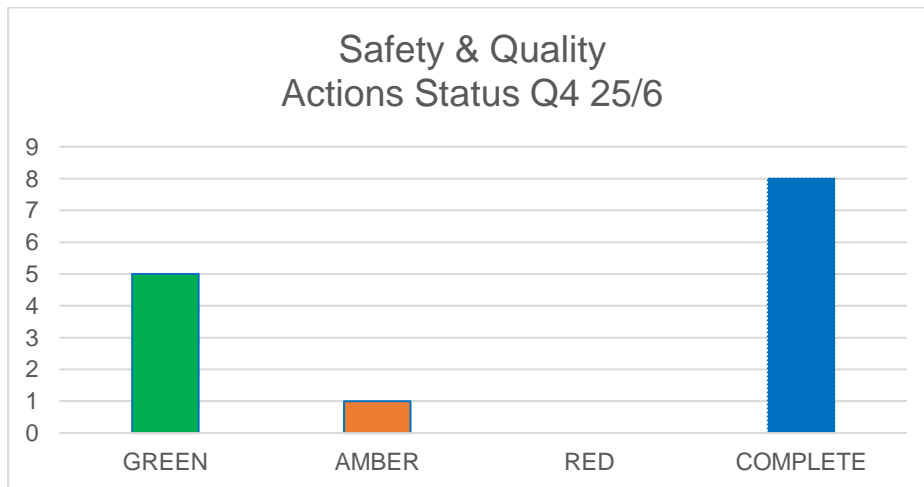
- 3.1 The Housing Improvement Plan was approved by Executive on 2nd September 2025 and is built on the areas within the Consumer Standards where the Council has not previously met the desired outcomes. The actions cover the Consumer Standards Safety and Quality, Transparency, Influence and Accountability and Neighbourhood and Community.
- 3.2 The Housing Improvement Plan update for Quarter 4 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, Amber, where the task is near to target and Red where it is off target. All Completed tasks are annotated accordingly.
- 3.3 By carrying out the initial approved Housing Improvement Plan and working closely with the Regulator for Social Housing (RSH) during monthly provider improvement meetings, it is essential that we remain focused on maintaining compliance with Consumer Standards and achieving the required outcomes outlined in those standards. Therefore, we have been examining the standards to perform a gap analysis, which has helped develop the updated 2026/27 Housing Improvement Plan (HIP) outlined in Appendix 2.

Neighbourhood and Community

- 3.4 All three actions under this standard are complete, with the remaining task being to establish a procedure for keeping tenants updated on the progress of their ASB 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 ***SQ5 - Implement Total Mobile for Repairs and Maintenance.***

In the last quarter, we resolved the integration issues between the TotalMobile (TM) system and the CX Housing Management and Repairs system. These problems were escalated to senior leaders at TotalMobile, which led to direct involvement from their Delivery Director and operations team. By bringing in more specialist staff, collaboration improved and discussions became more productive, boosting the Council's confidence that the authority can solve the remaining issues prior to go live.

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

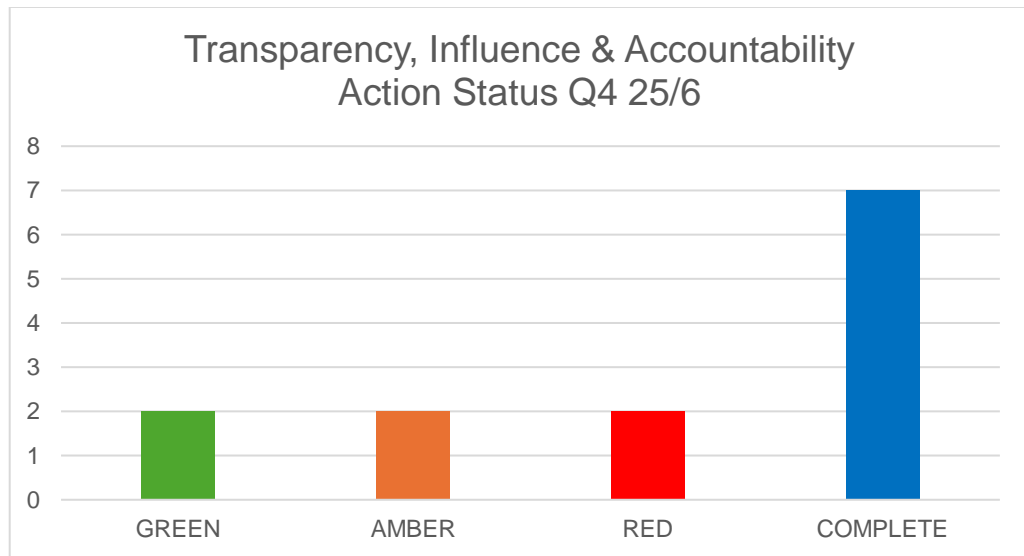
During the last quarter, both a procurement framework and a service provider were identified. A meeting was held and the scoping document has been issued to the external provider. This review will deliver independent assurance regarding the effectiveness of current fire safety arrangements in managing risk while outstanding remedial work is ongoing. It will assess the management of Fire Risk Assessment (FRA) actions, adequacy of interim mitigations, compliance regimes, estate management controls, and governance frameworks, and will

offer prioritised recommendations to enhance assurance, tenant safety, and regulatory compliance where required.

There have been delays in receiving the formal proposal, resulting in a further revision to the anticipated completion date.

Transparency, Influence and Accountability

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



3.9 TIA3 Implement a Tenants' Portal within Cx

The latest version of Civica Cx was launched on 27th January 2026 after which, a demonstration portal has been evaluated to address previous security concerns before configuration began. It is anticipated the revised go-live date will be in July 2026. The system configuration has been taking place during Quarter 4, with testing by the Council scheduled for May 2026 to upload customer forms. The first phase will allow users to:

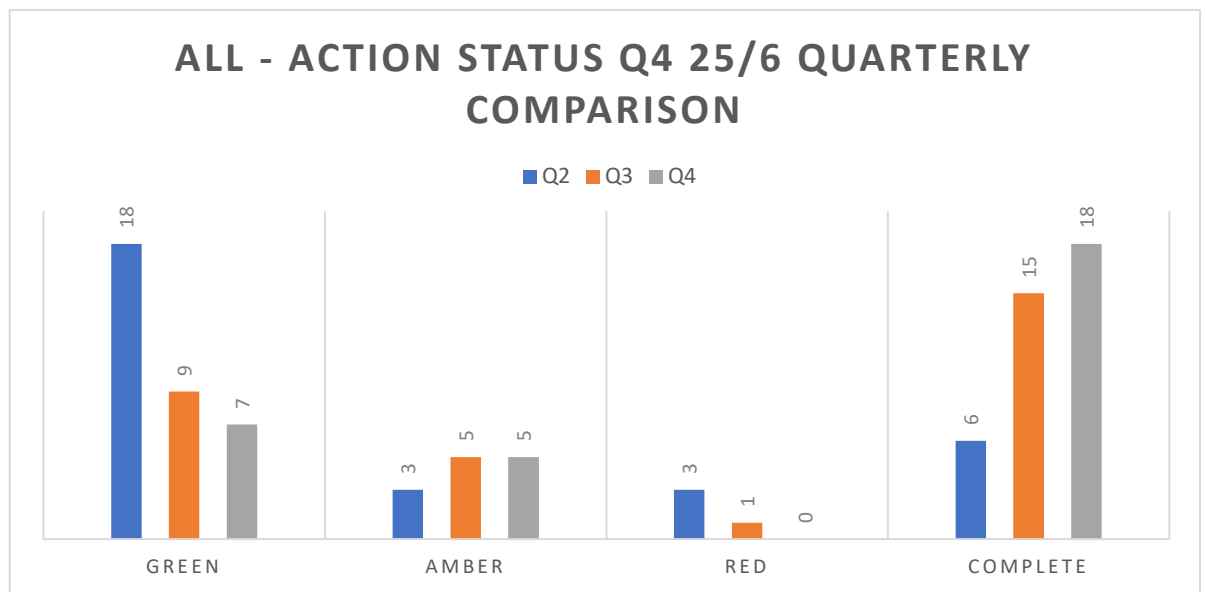
- View existing repairs
- View rent accounts
- Make a payment
- Download a rent statement
- Complete profiling information
- Fill out forms such as ending a tenancy or mutual exchange request
- View agreements

3.10 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.

The recruitment process for the Housing Tenant Experience Manager (HTEM) began in the fourth quarter, with a successful appointment made in April 2026. The Senior Engagement Officer position will be recruited next. Meanwhile, a draft Engagement Policy has been produced and is a separate item on this Executive Committee agenda.

3.11 Status Report Overall

The graph shows the counts of actions in the red, amber, and green categories, as well as completed actions. It also compares action numbers from Quarter 2 to Quarter 4.



Governance Arrangements

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

3.13 Since September 2025, separate meetings have been held to monitor the progress of the Housing Improvement Plan. These include the Housing Delivery Group, which meets monthly as an officer operational meeting; the Housing Improvement Board, also meeting monthly and chaired by the Portfolio Holder for Housing; and the Housing Strategic Oversight Board, which meets quarterly and is chaired by the Portfolio

Holder for Housing with attendance from the Chief Executive. All meetings are scheduled in advance.

Provider Improvement Meetings

- 3.14 The Provider Improvement Process, established under the Social Housing (Regulation) Act 2023, enables RSH to formally oversee providers and issue Performance Improvement Plan Notices when concerns arise during inspections or data analysis.
- 3.15 Monthly meetings with RSH representatives, begun in August 2025, aim to promptly address raised concerns. A revised HIP is being developed through these discussions and with the Housing Improvement Board to align with Consumer Standards requirements, and it is expected to be implemented in 2026/27 pending approval.

Customer Engagement

- 3.16 The 2024/25 Housing Annual Report was issued to all tenants and leaseholders at the end of July 2025 to provide an update on the Regulatory Judgement and the Council's performance across the last financial year. The Annual Report for 2025/6 is being prepared for distribution in June 2026 and will seek interest from residents for participation in an array of scrutiny and engagement opportunities.
- 3.17 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.
- 3.18 Work was progressed with the roll out of the Tenant Satisfaction Measures tenant perception survey, which launched on 20th January 2026 and closed on 13th February 2026. Tenants with a mobile number were invited to complete the survey via text message. It could also be completed online, through the Council's website, and properties without a phone number received a letter advising of the various methods by which the survey could be completed, together with information on how they could update their contact details held by the Council. The survey has now been completed, and results show an increase across all scores. The results of the survey are included in the Housing Performance report on this agenda.
- 3.19 There are a number of positive examples of tenant engagement already taking place across housing services, demonstrating a clear commitment to listening to and involving residents in service delivery. These include regular satisfaction surveys across key customer journeys such as allocations, tenancy sustainment and annual tenant

feedback, alongside informal but well-attended drop-in sessions, resident meetings and estate walkabouts. Joint working with local councillors, police and partner agencies has enabled wider engagement through estate roadshows and neighbourhood sessions, while residents have also been actively involved in shaping local improvements such as communal garden projects and lettings plans. In addition, the capital programme has embedded resident engagement through liaison on major works, including fire safety, energy efficiency, and structural improvements, supported by both group meetings and tailored one-to-one support where required.

- 3.20 Whilst these examples demonstrate a strong foundation of engagement activity, this has historically been ad hoc and not yet delivered through a consistent, structured framework. As set out in the Housing Improvement Plan, there remain gaps in ensuring engagement is systematic, inclusive and clearly linked to service improvement outcomes. The establishment of a dedicated Tenant Experience Team, alongside the introduction of a new Tenant Engagement Policy and future Tenant Panels, will address these gaps by providing a more coordinated and transparent approach. Recruitment is already underway to build additional capacity and bring specialist expertise into the service, which will enable us to strengthen our engagement offer, improve feedback loops, and ensure tenants are consistently able to influence decision-making and shape services moving forward.

4. FINANCIAL IMPLICATIONS

- 4.1 The Housing Revenue Account (HRA) 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 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 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.

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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 (agreed September 2025)

Appendix 2: 2026/27 Housing Improvement Plan

Background Papers

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

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9. REPORT SIGN OFF

Department	Name and Job Title	Date
Portfolio Holder	Councillor Bill Hartnett	6/5/26
Lead Director	Guy Revans Executive Director	11/5/26
Financial Services	Kunmi Joesph, HRA Finance Business Partner	6/5/26
Legal Services	Nicola Cummings, Principal Solicitor - Governance	07/05/26
Policy Team (if equalities implications apply)	N/A	
Climate Change Team (if climate change implications apply)	N/A	