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**Safer Neighbourhoods and
Active Communities Scrutiny Board
Housing Improvement & Transformation
Programme
Exception Report
February 6 2025**



Housing Improvement & Transformation Programme – Executive Summary

- 30th October 2024 – RSH issued a Regulatory Judgement relating to adherence to the consumer standards regulatory framework.
- C3 Classification “serious failings in the landlord delivering the outcomes of the consumer standards and significant improvements are needed.”
- Key failings:
 - Asbestos Management Surveys / re-inspections at 2% compliance
 - Electrical Safety Inspections at 96% compliance and unable to report on remedial actions arising from inspections
 - Overdue repairs – 14,000 backlog
 - Insufficient Stock Condition Data



Housing Improvement & Transformation Programme – Executive Summary

- A comprehensive improvement and transformation plan has been developed to monitor progress across the whole housing service
- The programme consists of 10 projects, progress of which is monitored at the Housing Improvement and Transformation Board, chaired by the Executive Director of Place
- This executive summary seeks to provide assurance on progress and highlight performance by exception



Project 1 - Compliance & Building Safety Improvement

- Review and implement a suite of compliance policies and procedures
- Review and implement a competent operating model
- Training Programme for teams to ensure high levels of competence
- Audit – internal and external validation of compliance levels
- Systems, Data & Reporting – improvements to data integrity and system controls to provide early warning on risks of non-compliance



Project 2 - Repairs Review Backlog & Improvement Plan

- Contract manage backlog through to completion
- Review system processes to support providing efficiencies and meeting compliance requirements
- Implement new way of working to manage demand of repairs and to reduce HDR claims
- Improve customer journey and communication
- Implement service changes to respond to Awaab's law



Project 3 - Capital Improvement Plan

- Review process and customer journey for Aids & Adaptations
- Develop mechanism for effective delivery of planned maintenance
- Develop ongoing mechanism to collate and utilise stock data to make informed decisions for future use of stock
- Develop 30-year Capital Investment Plan
- Develop robust process and governance for future refurbishment projects implementing the new BSR requirements



Project 4 - Customer Journey & Consumers

Standards Improvement Plan

- Consumer Standards – Self Assessment and Implementation of recommendations to ensure compliance as a base line.
- Tenant Engagement – Delivery of all strands of the Tenant Engagement Model
- Complaints / Avoidable Contact – Revisions to complaint policy and practice to be compliant with Ombudsman Code of Guidance / new operating model for complaint response and learning from failure demand
- Service Standards – review, publication and measure compliance.
- Early Intervention & Tenancy Sustainment – revision to policy and practice, move to a model of practice where intervention is triggered by knowing our customers, including early intervention to support migration of tenants to universal credit and review positive interventions to support young people as a Corporate Parent.



Project 5 - Contract Process Review

- Provide long term procurement strategy to support the business needs
- Provide real time commercial information to support contract and budget management
- Implement standardise procedures to support effective contract management



Project 6 - IT / Systems Transformation

- Implement compliance system
- Procure and implement Asset Management System
- Procure and implement Housing Management System
- Review short term requirements and extensions for systems outside of scope or essential for consumer standards



Project 7- Workforce Development / Resource Management / Culture Change

- Create service workforce plan looking at succession planning
- Create training matrix to identify competences required to be a competent landlord
- Implement training programmes as result of a gap analysis
- Create a strategy for ongoing apprenticeships



Project 8 - Climate Change Response Plan

- Devise mechanism to collate stock data to understand existing thermal efficiency ratings
- Pilot new technologies to support future investment needs
- Work with WMCA to access devolved funds for “warm homes”
- Delivery of Net Zero Neighbourhoods demonstrator project
- Roll out of recycling facilities to all High-Rise blocks



Project 9 - Best Use of resources and stock (Value for Money)

- Right to Buy - Maximise acquisition of new properties within the relaxed rules for spend of right to buy receipts whilst also maximising opportunities to restrict right to buy sales within current and future legislative framework
- Local Letting Plans – Develop new and refresh existing LLPs to support best use of stock, including but not limited to refurbished blocks, new build and resettlement
- Best Use of Stock – Maximise impact of stock through review and revision to Allocations Policy, updated Tenant Assistance Scheme (support to right-size), maximise mobility through mutual exchanges (chain-lettings) and bring back into use stock occupied by persons left in occupation at the end of tenancies.
- Garages – stock condition survey, investment plan and option appraisal on uneconomical sites.
- Corporate Parent – support foster parents access accommodation to reduce costs of accommodation placements for the young people we care for.



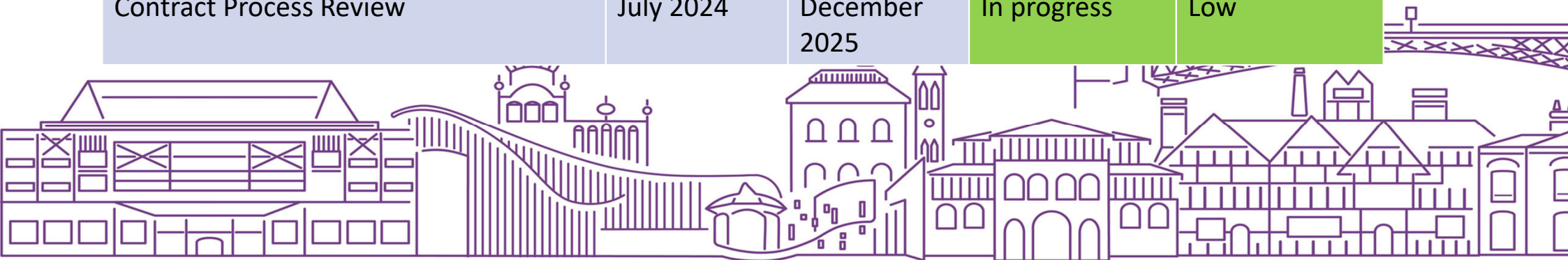
Project 10 - Communications Plan

- Develop plans to inform all stakeholders on the improvement journey and the actions against the C3 judgement
- Utilise existing tenant groups to support with messaging



Programme Overview

Programme	Start Date	End Date	Status	Risk Level (of not achieving project)
Compliance & Building Safety Improvement Plan	December 2023	December 2025	In progress	Low
Repairs Review & Backlog Improvement Plan	October 2024	April 2026	In progress	Low
Capital Improvement Plan	July 2024	January 2027	In progress	Low
Customer Journey & Consumers Standards Improvement Plan	April 2024	December 2025	In progress	Low
Contract Process Review	July 2024	December 2025	In progress	Low

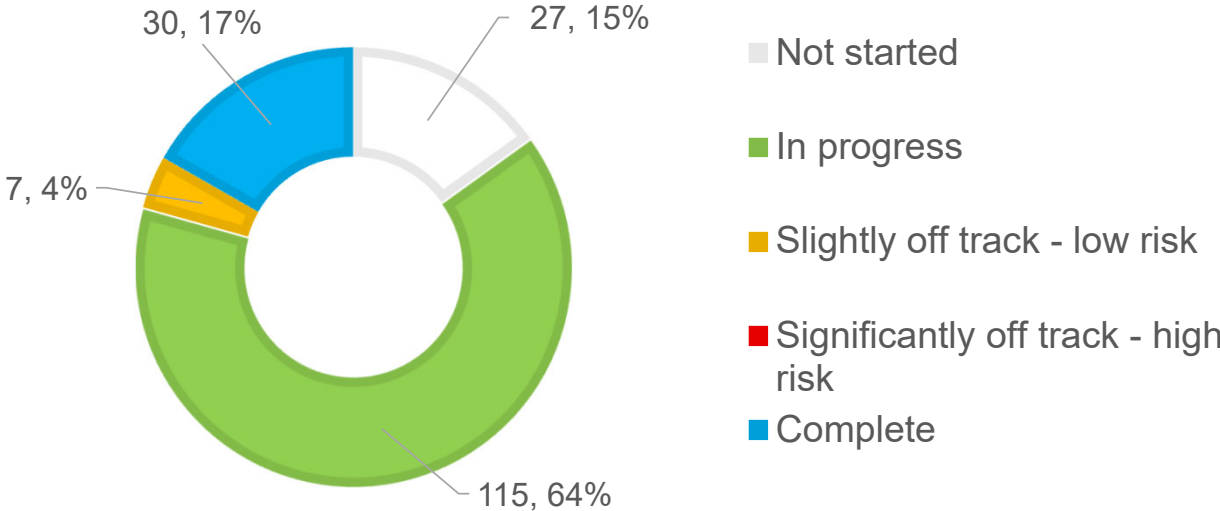


Programme Overview

Programme	Start Date	End Date	Status	Risk level (of not achieving project)
IT / Systems Transformation	December 2023	October 2027	In progress	Low
Workforce Development / Resource Management / Culture Change	May 2024	September 2025	In progress	Low
Climate Change Response Plan	April 2025	March 2027	In progress	Low
Best Use of resources and stock (Value for Money)	April 2025	September 2026	In progress	Low
Communications Plan	October 2024	October 2027	In progress	Low



Project Action Overview



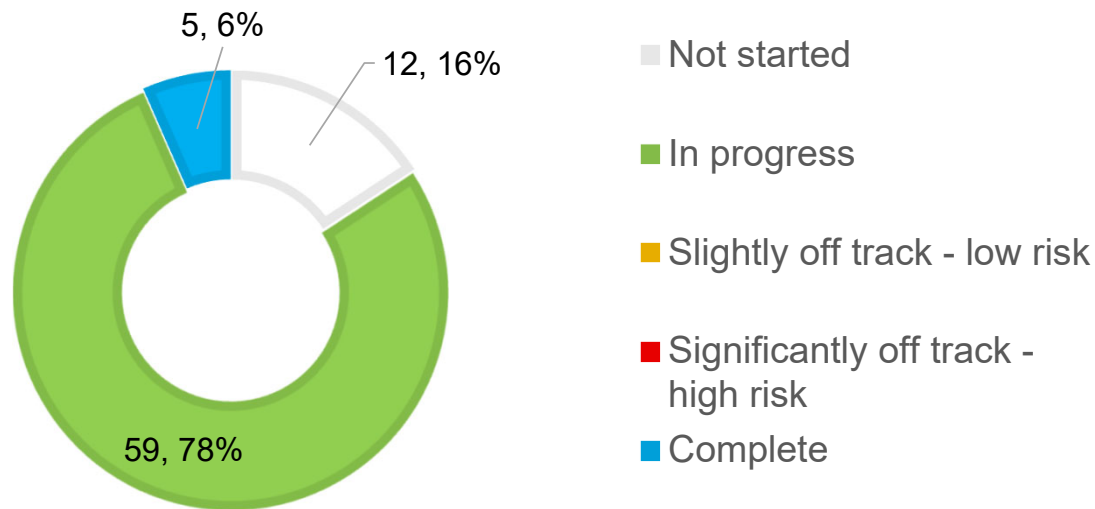
Total 179 Actions



Consumer Standards Actions Overview

(Pennington Choices self-assessment)

Total 76 Actions



Project actions update by exception

Project	Project Action	RAG rating	Monthly Narrative	Action Risk
Capital Improvement Plan	Develop 30-year Capital Investment Plan	Slightly off track	Financial planning for next 5 years scoped to support HRA Business plan. Awaiting Savills business plan and SCS data to sculpt further plan.	Low
	Measure mix analysis - Archetype analysis	Slightly off track	Anticipated development of demonstrator homes and archetype modelling will be completed following this work, along with customer experience case studies and smart energy technology to support and develop educational material for further projects	Low



Project actions update by exception

Project	Project Action	RAG rating	Monthly Narrative	Action Risk
Customer Journey and Consumer Standards Improvement Plan	Automatic registration of applicants – Phase 2	Slightly off track	Automation paused until work on registration interventions is completed	Low
	Registration intervention	Slightly off track	Scope of project widened, and additional stakeholders included in the review phase. New scope includes full end to end journey from registration to post tenancy support.	Low
	RTB – IDVT software	Slightly off track	Project paused to explore opportunities from a new Corporate Project.	Low
	DASH Front end form for Customer Involvement form	Slightly off track	Re-prioritisation of digital transformation work has moved the timescale back for delivery of this action which is considered lower risk.	Low





Project actions update by exception

Project	Project Action	RAG rating	Monthly Narrative	Action Risk
Climate Change	Roll out recycling to all high-rise blocks	Slightly off track	Deferred until new year to allow capacity to deliver alternate weekly collection	Low



Repairs Performance

	Target	November 2024	December 2024	In month Performance narrative	Direction of Travel	Benchmarking
Number of Repairs in backlog	0	11,678	9,608	Data cleansing complete and vulnerable jobs and pre-appointed jobs completed by inhouse resource during Nov/Dec and into new year.		N/A
Proportion of WIP (This is the newly raised jobs (1st November 2024) WIP TSM and exclude backlog figures)*	15%	N/A	22%	Current WIP figures are showing high due to Christmas break. Repairs also completing jobs from backlog dates that were already appointed with customers. We expect the WIP figure to drop over the next several months with the addition of new contractor support.		Housemark





Repairs Performance

	Target	November 2024	December 2024	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of overdue HHSRS cases (inc. D&M)	0%	N/A	79%	244 cases overdue (Includes inspections). Re-alignment of resources currently being undertaken. Uplift in stock condition survey numbers are driving job numbers higher than previously experienced. New working methods between Repairs and Capital team agreed 15/01/2025 to minimise unnecessary inspections.	↔	N/A
Proportion of HDR case breached	0%	5.88%	6.79%	Percentage of HDR breached cases from data received Aug 24-Dec-24. JOint meeting with legal to discuss failures and create new SOP. Re-alignment of resources including DLO to help with rising case numbers.	↓	N/A





Compliance Performance (Lifts and legionella – 100% compliant)

	Target	November 2024	December 2024	In month Performance narrative	Direction of Travel	Benchmarking
Gas safety checks	100%	99.5%	99.5%	131 cases overdue are being progressed in line with current access procedures. A paper developed setting out approach to access including 'forced entry' to be considered on balance of risk. Legal and customer views being sought.		Year end 2023/24 National Median - 99.97% - Source; Housemark
Fire safety checks (FRAs)	100%	96.47%	94.67%	100% HRBs are compliant (21 low rise premises are out of compliance due to change of 5 years to 3-year frequency and programmed to be completed by end of March. This programme is on track		Year end 2023/24 National Median - 100%/ 72.7% fully compliant - Source; Housemark



Compliance Performance (Lifts and legionella – 100% compliant)

	Target	November 2024	December 2024	In month Performance narrative	Direction of Travel	Benchmarking
Asbestos safety checks	100%	43.5%	69%	A third-party contractor contract being mobilised to ensure delivery of new surveys to all communal areas with view to achieve 100% compliance by August 2025.		Year-end 2023/24 National Median - 100%/ 65.3% fully compliant - Source; Housemark
The percentage of properties with a domestic electrical installation condition report (DEICR) under 5 years old (or in legal resolution)	100%	96.3%	96.68%	The number of overdue EICRs has decreased from 940 to 893, with continued progress expected as more properties are addressed. Additional contractor mobilised and scaling up resource. 100% expected by March 2026.		Aug 24 National Median - 98.75%/ 10% fully compliant - Source; Housemark





Performance on self-referred measures

	Target	November 2024	December 2024	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of EICR remedials overdue	0%	100%	100%	No C1s exist as isolated at source. Initial assessment of open actions identified 1123 outstanding C2 actions. Internal resources being sought for analysis work e.g. review, re-order for new supplier, and reconciliation of completed work against orders. End of Feb deadline for review and individual orders raised to suppliers.	↔	n/a
Proportion of individual flat front doors surveyed	100%	-	26.3%	48% average access rate for completed flat entrance door (feds) surveys of 23 buildings. Discussions with Firntec taking place to accelerate programme to reach 100% best endeavours by March 2025.	↑	n/a



Performance on self-referred measures

	Target	November 2024	December 2024	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of total stock with a valid stock condition survey	100% by December 2026	14.7%	17.4%	The surveys for the total housing stock have been divided into three distinct programs, for completion by December 2026. The first program targeted 5,000 surveys to be completed by December 2024, of which 4,826 have been completed. This falls slightly short of the target due to challenges such as no access to properties and tenant refusals. This contract has concluded, and the new contract will be monitored for progress against relevant targets		n/a
Proportion of stock condition surveys completed in period against profile	100%	73.4%	101.2%	The profile completion target for December 2024 was set at 750 surveys. By the end of the period, a total of 759 surveys were successfully completed, exceeding the target.		n/a

