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**Housing Improvement & Transformation
Programme
Exception Report
April 2025**



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	Slightly Off Track	Low
Workforce Development / Resource Management / Culture Change	May 2024	September 2025	In progress	Low
Climate Change Response Plan	April 2025	March 2027	Slightly Off Track	Low
Best Use of resources and stock (Value for Money)	April 2025	September 2026	In progress	Low
Communications Plan	October 2024	October 2027	Significantly off track - high risk	Medium

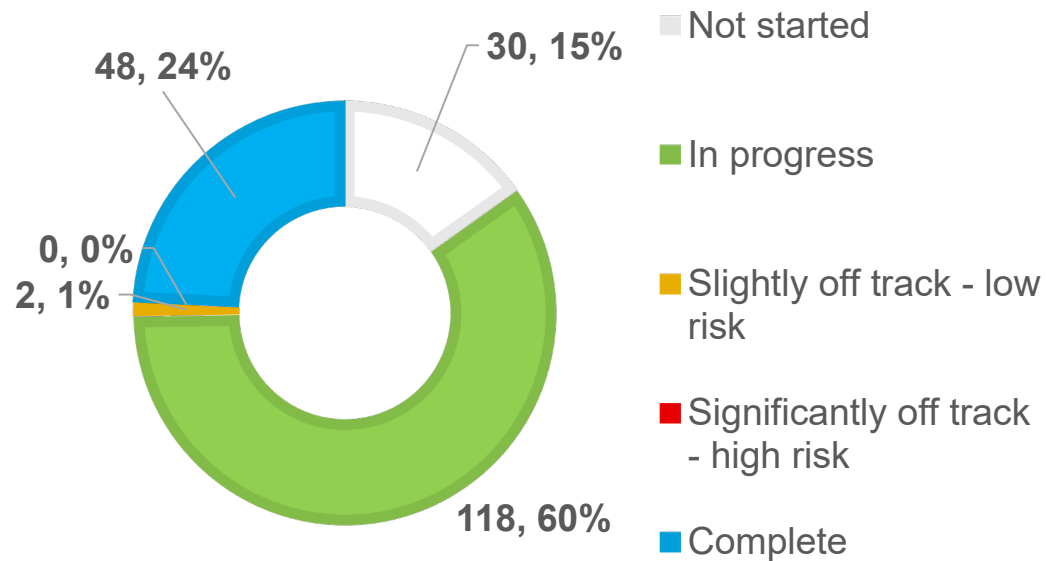


Key Progress in Period (March)

- Achieved 100% compliance with Fire Risk Assessments
- New Repairs Policy approved at Cabinet
- Internal Audit report completed for A&A with recommendations supporting the improvement plan
- System upgrade to allow reporting/tracking of outstanding Electrical remedial works identified from EICR's.
- Repairs Backlog contractor procurement on track, tender submissions evaluated for mobilisation May 2025 with an additional Short-Medium term framework for D&M fungi washes to start 21st April 2025 after award in March.
- New HDR management in place, new SOP being undertaken to increase performance.
- New dedicated Emergency & Urgent day to day repairs team setup to increase performance & reduce tenant wait times.
- Automatic Banding of housing applications in test – go live planned for May
- NZN – Resident Survey completed / Procurement completed for retro-fit assessment to be completed over the summer.



Project Action Overview [Excluding Communications Plan Project]



Total 198 Actions

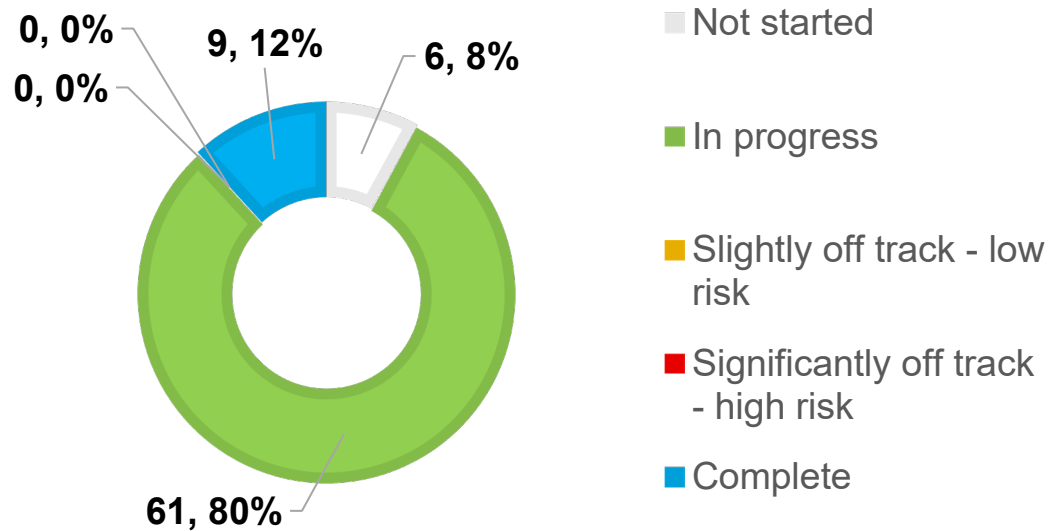
Key Changes in Period

- 2 actions completed



Consumer Standards Actions Overview

(Pennington Choices self-assessment)



Total 76 Actions

Key Changes in Period

- 3 actions completed
- 2 new actions started



Project actions update by exception

Project	Project Action	RAG rating	Monthly Narrative	Action Risk
IT system Transformation	Procurement commencement - Integrated Housing Management System	Slightly off track	The Integrated Housing Management System procurement route is currently being re-evaluated by Legal colleagues. Procurement delays, and commencement of new Procurement legislation at end of February 2025, has resulted in an expected delay in start date. Legal lead for the project was due to advise on the impact on the start date and the overall timeframe for required procurement activity, early/mid March 2025, this was delayed further due to Legal workload priorities and now expected early April 2025. The preferred procurement route timeframe will form part of the Legal report, until this is received and signed-off the target end date is not known, but is likely to be slightly beyond September / October 2025, as originally targeted.	Medium





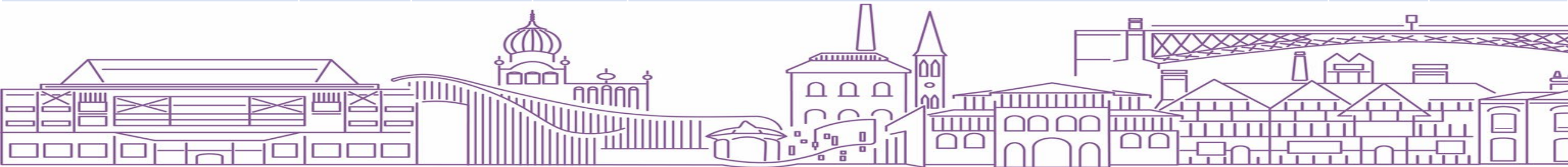
Project actions update by exception

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
Communications Plan (Not on doughnuts)	Plan to be developed with milestones built in	Significantly off track	Corporate comms have offered support one day per week, Initial strategy delivered – the plan is still being developed. Increasing support is needed to communicate change with residents, specifically around Repairs policy and ensuring corporate branding and messaging from April 2025.	Medium





Repairs Performance

	Target	February 2025	March 2025	In month Performance narrative	Direction of Travel	Benchmarking
Number of Repairs in backlog	0	8817	8611	All data cleansed. Jobs being completed that have developed into H&S risks for tenants and taken off total. Backlog contractor mobilisation on target for May 2025 to clear backlog of works.		N/A
Proportion of WIP (This is newly raised jobs (1st November 2024) WIP TSM and exclude backlog figures)*	15%	20%	25%	Current WIP figures slightly inflated due to jobs being raised and appointed in preparation for new contractors start dates. Data is being monitored weekly to determine resource capacity required for BAU. Rising numbers of jobs for day-to-day general works still a trend for concern. Jobs not previously reported are being received via stock condition surveys being undertaken. New contractors not completing works off on SMBC digital system in a timely manner. Weekly reports and training given to contractors, Job numbers currently 4k WIP for contractors.		Housemark





Repairs Performance

	Target	February 2025	March 2025	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of overdue HHSRS cases (inc. D&M)	0%	81.0%	80.7%	Newly onboarded contractor (21st April 2025) to help with resource to eliminate overdue repairs. Business case submitted April 2025 to help fund extra resources for skilled inspectors and contractor resource for D&M works.		N/A
Proportion of HDR cases breached	0%	18.0%	9.7%	New HDR management in place. Deep dive still underway and working closely with SMBC legal team to create Standard operating procedures. Business case submitted April 2025 for extra resource inc. specialist surveyors.		N/A





Compliance Performance

(Lifts 100% compliant)

	Target	February 2025	March 2025	In month Performance narrative	Direction of Travel	Benchmarking
Gas safety checks	100%	99.6%	99.9%	Sandwell MBC have a compliance rate of 99.9% on properties where a Landlords Gas Safety Check is required. We have 88 non- complaint properties which we are actively trying to access through our process, and we are working towards achieving 100% compliance.		Year end 2023/24 National Median - 99.97% - Source; Housemark
Fire safety checks (FRAs)	100%	99.7%	100%	Target achieved and resource plan to ensure maintenance		Year end 2023/24 National Median - 100%/ 72.7% fully compliant - Source; Housemark





Compliance Performance

	Target	February 2025	March 2025	In month Performance narrative	Direction of Travel	Benchmarking
Asbestos safety checks	100%	15.6%	33.4%	<p>Following advice from an external auditor, Sandwell had employed the services of an external asbestos management company to undertake surveys to a pre-defined list of blocks.</p> <p>The rationale to instruct refreshed surveys were to improve the quality of information held and to ensure that the reports held were in line with current HSE requirements.</p> <p>The surveys to the list of blocks are being carried out to a program which is performance measured with an anticipated completion for June 2025.</p> <p>The survey report records will be uploaded to the recently procured IT system which will further im-prove the way we record and distribute the information.</p>		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%	97.5%	97.5%	<p>100 more EICR's completed, however stock numbers on system increased after more data cleansing.</p> <p>Performance has continued to increase. (Feb 26,018 to Mar 26,118 domestic electrical installation reports)</p>		Aug 24 National Median - 98.75%/ 10% fully compliant - Source; Housemark





Performance on self-referred measures

	Target	February 2025	March 2025	In month Performance narrative	Direction of Travel	Benchmarking
Number of EICR remedials overdue	0%	812	730	Work issued to contractor; large volumes due to delay legal documents for contractor to be mobilised Autumn 2024. Reduction of 82. This will increase due to volume catch up on EICR test and remedial created. Large scope of work are also included, i.e. major upgrades / capital works. System upgrades completed to allow remedial C2 actions to be recorded/highlighted (Not previously in place digitally) and issued for completion.		n/a
Proportion of individual flat front doors surveyed	100%	59.9%	67.4%	A contractor is in place to carry out these surveys and weekly meetings are taking place to move this forward. A plan is in place to carry out these surveys in house moving forward as a result of the restructure to increase capacity within the team		n/a



Performance on self-referred measures

	Target	February 2025	March 2025	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of total stock with a valid stock condition survey	100% by December 2026	24.0%	27.7%	SMBC are on track to have all stock surveyed by December 2026 and Ridge are currently ahead in their surveying programme. Property increase is due to Temporary Accommodation being added to stock surveying numbers.		n/a
Proportion of stock condition surveys completed in period against profile	100%	150.4%	139.3%	Ridge have carried out 1045 surveys in March 2025 against a target of 750. Ridge continue to be ahead of programme in March.		n/a

