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**Housing Improvement & Transformation
Programme
Exception Report
July 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	Slightly Off Track	Low
Contract Process Review	July 2024	December 2025	Slightly Off Track	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	Slightly Off Track	Medium



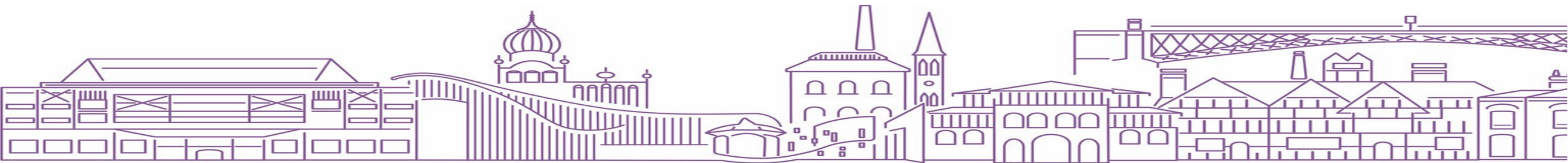
Key Progress in Period (May)

- Repairs Backlog contractor confirmed and letters sent to customers
- Digital record of EICR remedial developed
- Systems
 - Integrated Housing Management System – procurement underway
- End to end review of housing registrations, voids and allocations
 - Recommendation to pilot new ways of working approved
 - Pilot resources being mobilised and to run across the summer
- ASB Review
 - First Member Panel held to consult on operating principles
 - First Training Session held for ASB Case Officers

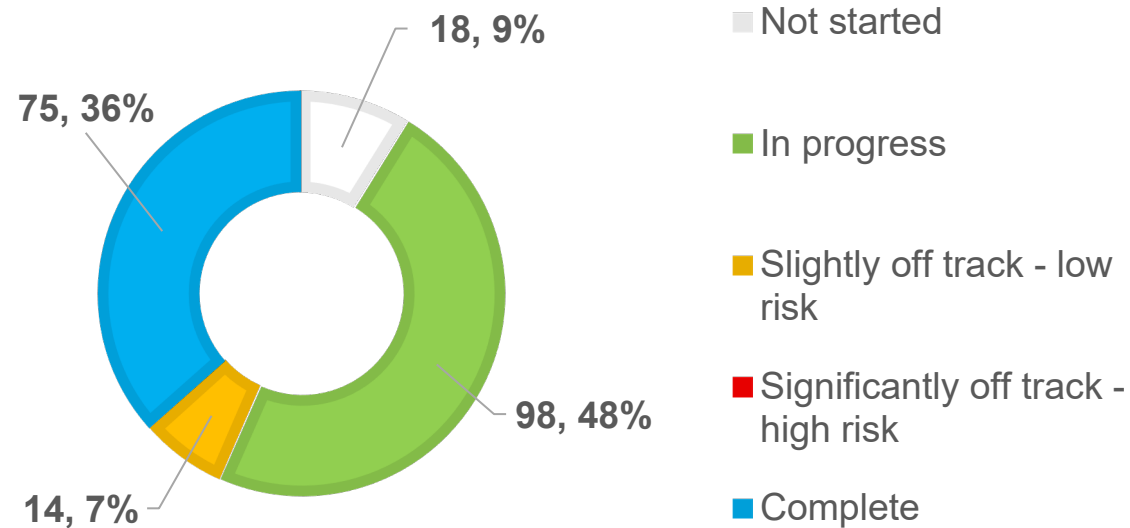


Key Progress in Period (May)

- Tenant Engagement
 - Website updated to encourage more participation
 - Multiple consultation sessions held with tenants on policy amendments / development
 - Task & Finish Group established to co-produce new tenant engagement strategy
 - Tenant & Leaseholders Service Group – recruitment underway to vacancies arising from expiry of terms of office
 - Building Safety Forum established
 - Tenant Conference – "Being a good neighbour, we all have a part to play" - 5th July – speaker booked, open for booking.
- Communication
 - First tenant newsletter drafted, to be issued in June



Project Action Overview [Excluding Communications Plan Project]



Total 205 Actions

Key Changes in Period

- 14 actions completed
- Additional 2 actions slightly off track



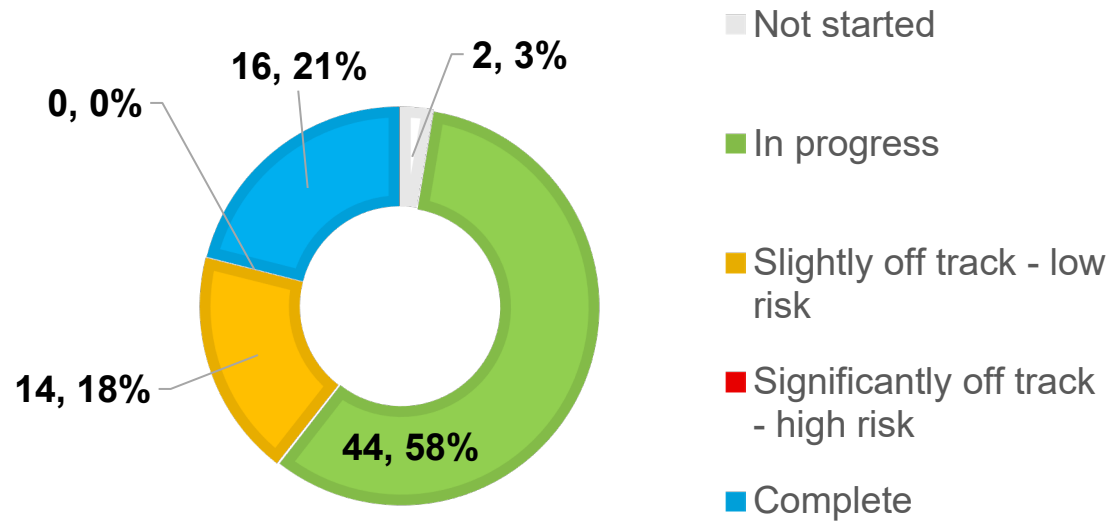
Consumer Standards Actions Overview

(Pennington Choices self-assessment)

Total 76 Actions

Key Changes in Period

- 14 actions now slightly off track





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	Procurement activity has commenced with procurement pipeline notice published 23 May 2025 and the formal statutory Preliminary Market Engagement (PME) Notice published 3 June 2025. ITT documentation is being prepared and preparations for a supplier engagement session progressing. The Procurement Act 2023, introduced at end February 2025, impacts on timeline due to additional steps/stages introduced - statutory procurement timeline is currently being revised and will be incorporated into the main project plan timeline.	Medium
Compliance and Building Safety	Engagement of Further Assurance Partner	Slightly off track	Awaiting confirmation from Consultancy Panel that procurement activity can commence. This is essential to provide third part assurance across the whole programme.	Medium

Project actions update by exception



Project	Project Action	RAG rating	Monthly Narrative	Action Risk
Communications Plan (Not on doughnuts)	Plan to be developed with milestones built in	Slightly off track	The comms team are increasing the resources dedicated to supporting the housing transformation comms plan, with a new interim starting 5 days a week from Monday 23 rd June. Permanent recruitment is taking place, and it is anticipated an offer to a permanent Comms Manager for Place will be made w/c 7th July. Further progress has been made in building up the comms plan with the first tenant e-newsletter being finalised.	Low
Customer Journey & Consumers Standards Improvement Plan	Ensure the complaints process and policies are accessible and compliant - Publicise complaints process throughout all council buildings and through elected members	Slightly off track	Prioritisation of projects for comms to be finalised through a collaborative approach. This will ensure that the priorities align with the outcomes of the Improvement plan	Medium

Repairs Performance

	Target	April 2025	May 2025	In month Performance narrative	Direction of Travel	Benchmarking
Number of Repairs in backlog	0	8519	8287	Backlog contract has been awarded, first mobilisation meeting set for June 25, full mobilisation expected within 6 weeks. Letter has been sent to residents informing them of the successful contractor.		N/A
Proportion of WIP (This is newly raised jobs (1st November 2024) WIP TSM and exclude backlog figures)*	15%	25.6%	22.6%	Additional contracts onboarded to provide additional capacity 10 x multi trade operative jobs out for advert to provide and maintain capacity. Repairs still undertaking component replacements such as kitchen/bathrooms/roofs/composite doors/window replacements that are not being completed by Capital investment team due to lack of capital contract and stock condition data – this is being addressed to free resource up to deliver repair.		Housemark





Repairs Performance

	Target	April 2025	May 2025	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of overdue HHSRS cases (inc. D&M)	0%	47.68%	59.72%	544 jobs were completed in May (out of 1187) with a reduction of 259 overdue. This is significant progress in dealing with this backlog and the measure was expected to worsen whilst this backlog is being dealt with. This will continue to improve with the contractor carrying out fungi washes as well as the additional support being procured to provide capacity for all damp and mould cases and disrepair.		N/A
Proportion of HDR cases breached (Rolling figure of all open HDR cases)	0%	7.2%	0.61%	Performance improvement due to new management of HDR's in the section. New processes and booking of appointments are decreasing breach rates. Current figure is a rolling percentage based on breaches of current live open cases with Repairs. New management structure in place. New processes and data handling to be completed by July 25, to ensure one version of the truth with repairs and Legal department.		N/A





Compliance Performance

(Lifts 100% compliant)



	Target	April 2025	May 2025	In month Performance narrative	Direction of Travel	Benchmarking
Gas safety checks	100%	99.63%	99.59%	A paper is being prepared for leadership team to support the forced entry approach where the property is non-compliant. This will enable SMBC to reach 100% whilst balancing the legal and regulatory risks.		Year end 2023/24 National Median - 99.97% - Source; Housemark
Fire safety checks (FRAs)	100%	100%	100%	n/a		Year end 2023/24 National Median - 100%/ 72.7% fully compliant - Source; Housemark





Compliance Performance

	Target	April 2025	May 2025	In month Performance narrative	Direction of Travel	Benchmarking
Asbestos safety checks	100%	79.0%	82.0%	Consultant led Asbestos Management Surveys (ASM) are continuing. further data validations for the age, build year and possible asbestos containing material removals, have altered the overall number of new surveys required. Inspection works are on course for completion, with onsite activity due to complete end of June 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%	97.9%	98.2%	No access remains an issue with the remaining properties not yet receiving an EICR survey. No access team are working through the overdue and current due lists and where required employing the legal process to gain access. Plans to conduct the EICR test and any remedial actions as a result are being implemented for a single visit completion.		Aug 24 National Median - 98.75%/ 10% fully compliant - Source; Housemark

Performance on self-referred measures

	Target	April 2025	May 2025	In month Performance narrative	Direction of Travel	Benchmarking
Number of EICR remedials overdue	0	706	779	The programme for the completion of the remedial actions following EICR inspection has been established and services are being provided by a dedicated contractor resource. The outturn programme to completion has been set and access arrangements are being made accordingly. Moving forward all C1 & C2 actions will be completed at the time of the EICR so the risk will be removed for overdue.		n/a
Proportion of individual flat front doors surveyed	100%	70%	70%	All flat front entrance doors that are in scope have been inspected on the outside, with only 70% where access has been gained to the dwelling. The remaining 30% will be picked up by the building safety managers before a new		n/a

Performance on self-referred measures

	Target	April 2025	May 2025	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of total stock with a valid stock condition survey	100% by December 2026	31.93%	36.00%	SMBC are still on track for all stock to be surveyed by December 2026 with a new contract starting 1st June 2025 to begin surveying the remaining stock.		n/a
Proportion of stock condition surveys completed in period against profile	100%	114.93%	142.93%	Ridge have carried out 1072 surveys in May 2025 which exceeds the target of 750. New contract for the remaining stock to be completed by December 2025 is now live and the programme will be amended to reflect this		n/a

