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**Housing Improvement & Transformation
Programme
Exception Report
December 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	Slightly Off Track	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	Significantly Off Track	Medium
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	In progress	Low



Key Progress in Period (November)

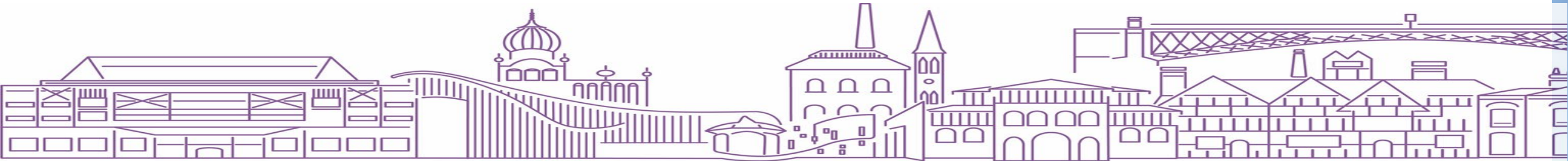
- Tenant Engagement Strategy Consultation Closed
- Stock Condition Internal Audit – Reasonable Assurance
- Fire Doors Audit – Reasonable Assurance
- HDR and damp and mould contract awarded



Key Progress in Period (November)

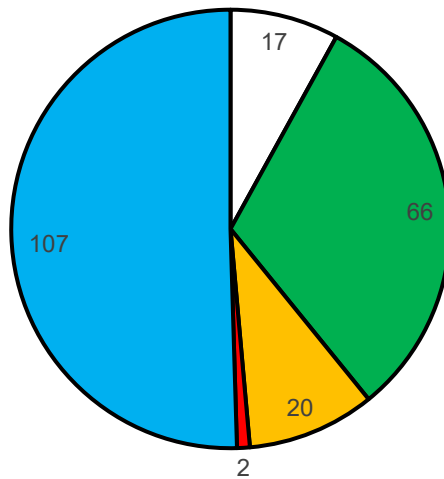
- Tenant Satisfaction Results are in:

	24/25	25/26
Overall Satisfaction	67%	66%
Well Maintained Home	70%	68%
Safe Home	75%	74%
Repairs Last 12 Months	73%	74%
Time Taken Repairs	65%	69%
Communal Areas	69%	74%
Neighbourhood Contribution	64%	65%
Approach to ASB	57%	60%
Listens & Acts	59%	60%
Kept Informed	67%	69%
Fairly & with Respect	75%	75%
Easy to Deal With	70%	69%
Complaints Handling	33%	30%
NPS (Promoters)	41%	41%



Project Action Overview [Excluding Communications Plan Project]

Programme Plan



■ Not started ■ In progress ■ Slightly off track - low risk ■ Significantly off track - high risk ■ Complete

Total 212 Actions

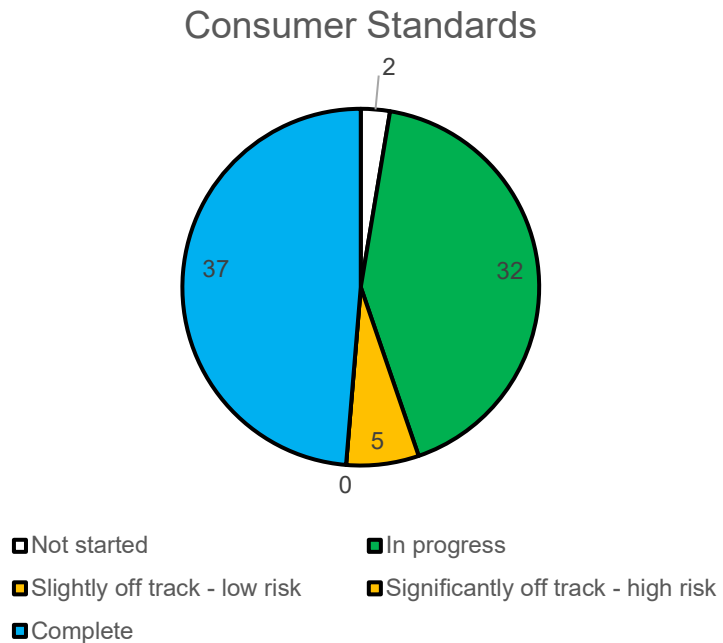
Key Changes in Period

- 2 actions significantly off track
- 3 actions completed



Consumer Standards Actions Overview

(Pennington Choices self-assessment)



Total 76 Actions

- 1 additional actions completed



Project actions update by exception

Project	Project Action	RAG rating	Monthly Narrative	Action Risk
Customer Journey & Consumers Standards Improvement Plan	Review and formalise approach to collecting, recording and cleansing tenant vulnerability data, to ensure it is accurate and up to date.	Medium	The milestone plan referred to in last months update is being progressed, with first phase of work focusing on governance for collection, management and processing our customer data.	Low
IT/ Systems Transformation Plan	Procurement completion - Integrated Housing Management System	High	Procurement has commenced in part, with Preliminary Market Engagement activity and formal notice publishing being completed. A cabinet report has been prepared and submitted for cabinet to seek approval to go out to tender for IHMS. Due to be presented at Cabinet meeting on 10 December. Approval at December Cabinet will result in publishing of SQ in the first week in January	High






Project actions update by exception

Project	Project Action	RAG rating	Monthly Narrative	Action Risk
Repairs review and backlog	Repairs backlog HDR Process Awaab's Law Implementation	Medium	<p>Robust contract performance meetings have been established with an improvement plan issued within first weeks. Recruiting to an interim contract manager to provide dedicated support has been successful with a start date of Jan 2026. .</p> <p>Ongoing collaboration with legal services to manage the financial and reputational risk. Pace of improvement not at required rate, additional capacity onboarded within Housing – trade resources still a concern, recruitment is underway. Additional contract on schedule, mobilisation meeting taken place December 25 with full mobilisation expected mid-January 2026, as well as new starters to be embedded. The resource issues have impacted the ability to meet the new legislation, and this should be supported with the new staff onboarding and the additional contractor support.</p> <p>Recent system issues with the DRS (One Advanced) repairs scheduling system have caused significant disruption to the assignment of work to electronic diaries. As a result, substantial manual intervention has been required, slowing down the allocation process and impacting overall scheduling efficiency. SMBC and one advanced are having daily discussions to rectify the issue ASAP.</p>	Medium





Repairs Performance

	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
Number of Repairs in backlog	0	7188	6893	Progress on the backlog remains steady. Embedded staff within the Repairs Team are now fully trained, and assurance provided confirming their capacity to complete all repairs within the contractual timescales. Contractor resources are expected to be increased in January 2026, which should further improve completion rates. Several hundred surveys have been carried out, and works are now being appointed through Sandwell’s systems. Data cleansing of the backlog programme continues, with cancellations being processed where properties have become void or where works are no longer required.		N/A
R39 - Proportion of WIP (This is newly raised jobs (1st November 2024) WIP TSM and exclude backlog figures)*	15%	15.84%	16.71%	WIP increased during November, which is an anticipated trend during the winter months when repair demand typically rises. Recent storms have further contributed to the increased volume of work. Additional trade operatives are being recruited, and contractors are being onboarded to support business-as-usual activity. The implementation of Awaab’s Law has also resulted in higher reporting volumes, with subsequent inspections identifying additional works required to prevent the recurrence of damp and mould issues. The introduction of Awaabs law will create a new BAU model for repair numbers moving forwards.		Housemark
R42 - Overdue WIP	0	69.46%	62.37%	Overdue WIP has reduced during November, supported by more robust contractor performance meetings, which have increased contractor awareness and accountability for Sandwell’s KPIs. The introduction of the 90-day target for routine, non-urgent repairs has also contributed to the improvement, enabling the Repairs Service to plan and resource non-urgent work more efficiently. The onboarding of a new HDR/D&M contractor in January 2026 is expected to further increase WIP completion rates, relieving pressure on the DLO and improving overall service delivery.		





Repairs Performance

	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
R19 - Repairs: Proportion of overdue HHSRS cases (No D&M Cat 1's or 2's)	0%	61.32%	74.16%	The overall percentage of out-of-date jobs has increased; however, this is due to the total number of open jobs reducing from 318 in October 2025 to 298 in November 2025. As the total volume decreases, the proportionate percentage appears higher. Despite this, good progress continues to be made, with emergency repairs prioritised as required.		N/A
R18 - Proportion of HDR cases breached (Rolling figure of all open HDR cases)	0%	1.61%	3.1%	<p>HDR breaches increased slightly in November as Sandwell's Legal Team continues to progress older claims, however no breaches have been recorded for any claims received from April 2025 onwards.</p> <p>New processes have been implemented, recruitment for additional staff is underway, and the new HDR/D&M contractor is scheduled to be fully mobilised by mid-January 2026. These measures will support the timely completion of repairs, helping to reduce the number of breaches going forward.</p>		N/A





Compliance Performance (Lifts 100% compliant)

	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
G03 - Gas safety checks	100%	99.62%	99.64%	All cases are going through the Legal/Access process to ensure we get access and complete the LGSR. The issue with the system not generating LGSR jobs is still not resolved and when we find them, we have to manually raise them. This is causing a delay in our access process and in some cases the address becomes non-compliant. It has been raised with the IT provider.		Year end 2023/24 National Median - 99.97% - Source; Housemark
F09 - Fire safety checks (FRAs)	100%	100%	100%	SMBC (HRA) All FRA's are complete, the operation of the programme on a rolling basis always ensures a fully compliant position.		Year end 2023/24 National Median - 100%/ 72.7% fully compliant - Source; Housemark






Compliance Performance

	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
A03 - Asbestos safety checks	100%	100%	100%	All communal area surveys are complete.		Year-end 2023/24 National Median - 100%/ 65.3% fully compliant - Source; Housemark
E04 - The percentage of properties with a domestic electrical installation condition report (DEICR) under 5 years old (or in legal resolution)	100%	98.70%	92.9%	In the last month, we have re-benchmarked the KPI for Domestic EICRs. The previous reported KPI highlighted where an EICR had been completed and not if it had a Satisfactory or Unsatisfactory outcome		Aug 24 National Median - 98.75%/ 10% fully compliant - Source; Housemark



KPI Description	Baseline	Volume	Percentage
Number & Percentage of Domestic Properties with a valid in date “Satisfactory” EICR	26,665	24,778	92.9%
Number & Percentage of Domestic Properties, with an overdue EICR	26,665	301	1.2%
Number & Percentage of Domestic Properties with an “Unsatisfactory” EICR	26,665	1,586	5.9%



Performance on self-referred measures


	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
E11 - Number of EICR remedials overdue	0	1421	1586	<p>This is the performance figure for properties where we have completed an EICR and it has failed, and we have an Unsatisfactory EICR. A recovery programme is being developed to clear the backlog.</p> <p>If contractors are unable to present a clear plan of how the reduction will be delivered in a swift timescale, additional resource will be bought in the focus on this. There are no C1 issues outstanding.</p>		n/a
E16 - Smoke detectors on all electric	100%	13.54%	19.56%	All electric programme is currently underway with a programme in place to be 100% compliant by April 2026.		n/a
F01 - Proportion of individual flat front doors surveyed	100%	70%	72%	<p>All flat front entrance doors that are in scope have been inspected. Percentage complete is where access has been gained into the dwelling.</p> <p>Inspections have re-commenced to attempt full access over the next 12 months</p>		n/a

Performance on self-referred measures

	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
Proportion of total stock with a valid stock condition survey	100% by December 2026	50.2%	54%	The initial target of 50% surveys completed by December 2025 is ahead of schedule and we are on track to complete all surveys by December 2026. Previous figures included some block surveys which have now been removed from the count of surveys completed as well as any sold properties.		n/a
Proportion of stock condition surveys completed in period against profile	100%	85%	83%	Ridge have carried out 795 surveys in November 2025. This is below the target of 960. Ridge are taking on additional surveyors in January to increase surveys and ensure garage surveys do not take away from property surveys being done. Due to the overperformance of the programme in previous months Ridge remain ahead of programme.		n/a



Performance on self-referred measures

	Target	October 2025	November 2025	In month Performance narrative	Direction of Travel	Benchmarking
Void Turnaround	75 days	96 days	104 days	Adverse performance trend on voids continues as long voids are re-let. Intervention Project has now implemented a new manual void tracking system, scheduled to be completed by March 2026. Review of void data underway to better understand root causes of poor performance. Issues identified to-date include delays in hand-offs, poor workflow (managed by e-mail) with no recording of reasons for slippage in timescales and poor performance and capacity issues with current void contractors. Weekly Operational monitoring meetings in place to identify and unblock issues pertaining to hand offs. New manual tracker will replace reliance on e-mails. Contracts to be reviewed when due for renewal. New role of Empty Property Officer being piloted, aim to increase accountability and reduce hand-offs in the process flow.		National averages, at Oct the average turnaround times for large urban based local authorities ranged from 48 to 106 days

