



SOUTH
KESTEVEN
DISTRICT
COUNCIL

Housing Overview and Scrutiny Committee

Monday, 8 June 2026

Report of Councillor Virginia Moran
Cabinet Member for Housing

Improvement Plans

Report Author

Mark Rogers, Head of Service (Technical Services)

✉ mark.rogers@southkesteven.gov.uk

Purpose of Report

To update the committee on the progress against plans to improve performance across repairs and maintenance workstreams managed by the Technical Services team.

Recommendations

The Committee is asked to:

- Note the actions taken to improve the repairs and maintenance service for tenants and in preparation for the regulatory inspection process which commenced in February 2026.**

Decision Information

Does the report contain any exempt or confidential information not for publication?	No
What are the relevant corporate priorities? <i>(delete as appropriate)</i>	Housing Effective council
Which wards are impacted?	(All Wards);

1. Implications

Taking into consideration implications relating to finance and procurement, legal and governance, risk and mitigation, health and safety, diversity and inclusion, safeguarding, staffing, community safety, mental health and wellbeing and the impact on the Council's declaration of a climate change emergency, the following implications have been identified:

Finance and Procurement

- 1.1 The repairs and maintenance service is a key area in meeting our landlord responsibilities and resources are allocated accordingly within the HRA business plan to support delivery. However, it is important that any improvements are delivered within the budget available as part of good financial management and maintaining a sustainable long term business plan.

Completed by: David Scott – Assistant Director of Finance and Deputy S151 Officer.

Legal and Governance

- 1.2 The Council, as a registered provider of social housing, is required to comply with the relevant consumer standards and regulatory requirements, including those relating to the safety, quality and maintenance of tenants' homes.
- 1.3 The actions outlined in the report support the Council's ongoing compliance with its statutory housing obligations and preparedness for regulatory inspection.
- 1.4 This report is presented for information and scrutiny purposes only and does not seek any substantive decision from the committee.

Completed by: Graham Kitchen, Director of Law and Governance (Monitoring Officer)

2. Background to the Report

- 2.1 Over the last 2 years the Council have been working hard to improve the repairs and maintenance service for tenants and to ensure the Council meet the Regulator of Social Housing's (the Regulator) Safety and Quality Standard.
- 2.2 The core requirements set out by the Regulator's Safety and Quality Standard applicable to the Technical Services team include:
 - Ensure an accurate, up to date and evidenced understanding of the condition of its homes and how this informs the provision of good quality, well-maintained and safe homes.
 - Compliance with the Decent Homes Standard.
 - The effectiveness, efficiency and timeliness of repairs, maintenance and planned improvements service.

- Identify and meet all legal requirements associated with damp and mould, including completing assessments and actions within appropriate timeframes.
- Assist tenants seeking housing adaptations to access appropriate services.

2.3 Following an internal audit carried out on repairs and voids together with an assessment of current performance across all workstreams in 2024/25 the following areas were identified as requiring improvement:

- Waiting times for repairs and number of overdue repairs.
- Voids times and number of voids in progress.
- Management of damp and mould within timeframes.
- Effective quality checks and oversight of repairs.
- Up to date stock condition surveys.
- Ensure properties meet the decent homes standard.

3. The Journey So Far

3.1 During 2024/25 the Council developed a suite of performance indicators for all repairs and maintenance services to monitor performance and inform areas requiring improvement. Performance indicators are updated by workstream managers in Technical Services by the second Friday of each month and the figures are then reviewed by the Head of Service and the responsible manager to check accuracy and identify areas for improvement. Areas for improvement are logged on service improvement plans or in manager one-to-one notes to monitor and track progress.

3.2 In 2025 a team review took place which included increasing both in-house and external resources to keep pace with increasing customer demand and regulatory requirements (such as Awaab's Law) in addition to a comprehensive review of our operational procedures.

3.3 The following actions have been completed on the journey so far:

Repairs

- 2 new resilience contractors procured to support the inhouse teams during periods of high demand and for complex, multi trade jobs.
- Increased focus on contractor management including monthly meetings and checking appointments are made by contractors with tenants within repairs timeframes.

- The appointment of a Business Support and Asset Data Manager to support performance reporting and analysis of data.
- Implementation of weekly routines within the team to chase overdue jobs and ensure repairs data in systems is updated.
- Repairs Supervisors working closely with Repair Planners to book in complex jobs and maximise productivity in trades diaries.
- Post works completions checks and tenant satisfaction surveys introduced.

Damp and Mould

- Dedicated new team recruited and trained to carry out inspections and works identified to ensure compliance with Awaabs Law.
- Increase performance reporting and monitoring against targets.

Voids

- 2 new resilience contractors procured to deliver major voids.
- Increased focus on contractor management including monthly meetings and close monitoring against timeframes set in contracts.
- Increased oversight of performance by the Housing Overview and Scrutiny Committee and senior management.

Planned Works and Aids and Adaptations

- New contracts in place for all workstreams to ensure compliance with the Council's Procurement Policy.
- Investment plan updated in line with the stock condition survey database and budgets updated.
- Increased performance monitoring including progress against programme, post inspections and tenant satisfaction.
- Successful bids for Warm Homes Decarbonisation funding in 2025/26 and 2026/27. Additional bid put in May 2026 for future work.
- New team structure includes new Resident Involvement Officer to focus on decarbonisation workstream.

Asset Management

- Housing Health and Safety Risk System (HHSRS) survey data from all stock surveys completed by previous contractors updated on APEX asset management system to ensure all data is held in one place.

- Thermal comfort module updated on APEX to ensure accurate reporting of decent homes performance.
 - Focus on the completion of stock condition surveys to ensure that a minimum of 90% of surveys are completed within the last 5 years to ensure representative sample of data and accurate stock data.
 - Improved data reporting and breakdown of properties in EPC bands to plan for future decarbonisations programmes.
- 3.4 In repairs and voids the focus on performance and improvement has resulted in a significant reduction in work in progress and the age profile of any overdue work is now closely monitored.
- 3.5 We have seen an upturn in performance which can be evidenced through the improvement in repairs completed on time and average time taken to complete repairs and the latest tenant satisfaction measures results. This has been supported by significant financial investment in the service, evidencing political and corporate commitment to addressing past performance issues.
- 3.6 Across Technical Services we have carried out a restructuring of the team to ensure that we are resourced to deliver improved performance against the Regulator's services standards, increase management oversight and reduce risks associated with single point of failure when key staff are off work.
- 3.7 During the past 2 years the Council has reviewed the following strategies, policies and procedures;
- Asset Management Strategy
 - Repairs and Maintenance Policy
 - Damp and Mould Policy
 - Voids Policy

The Aids an Adaptations Policy is currently under review, and this is expected to be approved by Cabinet in September 2026. All policies are underpinned by updated procedures documents.

4. Performance Improvement

4.1 Year on year comparison:

Performance Indicator	April 2025	April 2026
Repairs in progress	4,065	2,266
Overdue repairs	2,337	749
Emergency repairs completed on time	85%	98%
All repairs completed on time	68%	82%
Average time taken to complete non-emergency repairs	54 days	34 days
Repairs post checks completed	0%	16%
Average time taken to complete a damp and mould inspection	16 days	10 days
Damp and mould jobs in progress	850	210
Overdue damp and mould jobs	354	30
Emergency damp and mould jobs completed on time	100% (May 2025)	100%
All damp and mould jobs completed on time	24%	78%
Average time taken to complete non-emergency damp and mould	185 days	31 days
Voids in progress	93	53
Average time taken to repair all voids	82 days	37 days
Average times (key to key)	110 days	57 days
Planned works completions (at year end)	954 (31 st March 2025)	2,049 (31 st March 2026)
Properties meeting decent homes standard (at year end)	94.62% (31 st March 2025)	100% (31 st March 2026)
% of properties with a stock condition survey completed within last 5 years	89% (31 st July 2025)	93%

5. Key Priorities

5.1 As performance improves across each workstream and the Council transition from recovery to stabilisation stage, the focus will be on the following areas in repairs and maintenance:

- Ensure service improvement is maintained across all workstreams and where possible ensure performance meets the medium or upper quartile performance using Housemark to benchmark against peers.
- Clear the final backlog of repairs and move to a business-as-usual position allowing a tolerance of 10% of all jobs in progress to be overdue (to allow for follow-on works/tenant no access/jobs requiring specialist materials. Our aim to is to ensure that no repair is overdue for more than 3 months.
- Ensure that the Council stock condition survey database is kept up to date with at least 90% of surveys completed within the last 5 years.
- Ensure plans are in place to bring all properties up to EPC C by 2030 in accordance with government targets. This includes understanding investment requirements and associated costs.

6. Current Performance

6.1 For 26/27 performance please refer to the performance report within this meeting pack.