

Brighton & Hove City Council

Cabinet

Agenda Item 188

Subject: Housing Safety and Quality: Our Improvement Journey – Progress Update.

Date of meeting: Thursday, 14 May 2026

Report of: Cabinet Member for Housing

Lead Officer: Name: Corporate Director Homes & Adult Social Care

Contact Officer: Name: Martin Reid

Email: Martin.Reid@brighton-hove.gov.uk

Ward(s) affected: (All Wards);

Key Decision: Yes

Reason(s) Key:

Reason(s) Key: Is significant in terms of its effects on communities living or working in an area comprising two or more electoral divisions (wards).

For general release

1. Purpose of the report and policy context

- 1.1 This report provides a six-month update on the Council's response to the Regulator of Social Housing's (RSH) C3 Regulatory Judgement (August 2024) relating to the, Safety and Quality Consumer Standard. It sets out the current position across key areas of compliance – fire, water, electrical, smoke detection, and repairs – and evidences the improvements delivered since the judgement, alongside the work already underway before it. The report also sets out ongoing areas of challenge, including, sustained demand pressures within repairs and maintenance, driven by proactive activity to support compliance with Awaab's Law, and the need to increase the number of council homes with a recent stock condition survey. The report seeks Cabinet endorsement for the Housing (Safety & Quality) Improvement Programme 2026/27 as the foundation for becoming a Great Landlord, delivering a safe, compliant and resident focused service, embedding improvement rather than short term recovery.
- 1.2 This report aligns with the Council Plan 2023–2027 priorities of Homes for Everyone and a Responsive Council with Well-Run Services, reaffirming the council's commitment that compliance is the floor, not the ceiling, and that every resident lives in a safe, high-quality home. The report reflects core Housing Strategy 2024-29 priorities to: improve housing quality, safety and sustainability; and, provide resident-focused housing services. Continued Cabinet oversight aligns to an external audit recommendation and remains central to maintaining transparency, accountability, and confidence in the council's continuing improvement journey.

2. Recommendations

- 2.1 Cabinet note and comment on progress made with compliance against the Regulator of Social Housing, Safety & Quality Consumer Standard since the last update in December 2025.
- 2.2 Cabinet endorse the Housing (Safety & Quality) Improvement Programme 2026/27 and our work toward becoming a Great Landlord outlined in the report and attached as Appendix 1.

3. Context and background information

Progress since the Regulatory Judgement

- 3.1 On 9 August 2024, following intensive engagement, the Regulator of Social Housing issued a C3 Regulatory Judgement for Brighton & Hove City Council, identifying failings against the Safety and Quality Consumer Standard, one of the four RSH Consumer Standards. A C3 Judgement means the Regulator found the council was failing to meet the required consumer standard for the safety and quality of homes and significant improvement was required. The Regulator highlighted weaknesses in the council's management of electrical, fire, water and smoke-detection safety, a significant repairs backlog. Since that time the council has remained in formal intensive engagement with the Regulator. The council has taken decisive action to address each area of concern. The Regulator has confirmed that the judgement can only be amended through a formal inspection visit that is likely to take place within the next eighteen months.
- 3.2 The report reflects and forms part of the council's formal intensive engagement with the RSH in relation to this standard and demonstrates that the overall direction of travel remains positive. Strengthened leadership, clearer accountability, and better data quality have provided a stronger foundation for sustained improvement. The council is now shifting from short-term recovery towards a more mature, systems-led approach where compliance activity is routine, data-driven, and verified through governance and resident assurance.
- 3.3 The report updates on the council's continued improvement journey and includes our Housing (Safety and Quality) Improvement Programme, informed by, and building on, the Root Cause Analysis previously shared with Cabinet that explored the underlying reasons for previous compliance failures and systemic challenges to be addressed.
- 3.4 The Housing (Safety and Quality) Improvement Programme informs our wider work toward being a Great Landlord, which also incorporates our planning around how the council will achieve and evidence compliance with all RSH Consumer Standards and fulfil our ambition on being more than compliant by being responsive to our residents' voices through our 'Creating Great Homes Together Programme'.
- 3.5 The council's wider improvement journey began prior to the regulatory judgement with early actions on governance and compliance. These actions have been accelerated and consolidated through our continued intensive

engagement with the RSH, supported by the Housing Safety & Quality Assurance Board, Great Landlord Board, Corporate Leadership Team (CLT) and Cabinet-led oversight. Cabinet have considered reports on 'Responding to the Regulator for Social Housing's Judgement' in September 2024, and a 'Housing Safety and Quality Compliance Update in May 2025'. December 2025 Cabinet considered a further update report, 'Regulator of Social Housing - response to Regulatory Judgement including Procurement of Stock Conditions Contractor'. Place Overview & Scrutiny Committee considered the Housing Regulator Judgement, Report to Cabinet in September 2024 and Housing Safety and Quality Compliance Updates in January and September 2025.

Table 1: progress since RSH judgement against areas identified as non-compliant.

Areas	RSH Judgement (August 2024)	Position then (October 2025)	Position now (March 2026)
Electrical safety (domestic Electrical Installation Condition Report, EICR, and communal EICRs)	Around 3,600 homes without a current EICR and no evidence of a current certificate for over 600 communal areas.	93 percent homes with a valid 5-year EICR. 77.3 percent communal areas with a valid communal EICR.	96.8 percent homes with a valid 5-year EICR. 85.7 percent communal areas compliant.
Smoke alarms	Cannot evidence compliance with legal requirements for smoke detectors.	99.4 percent of homes had a working alarm in 12,227 dwellings.	99.8 percent of homes have a working alarm in 12,253 dwellings.
Water safety (risk assessments and remedial actions)	More than 600 buildings require a risk assessment" and "more than 500 overdue water safety remedial actions."	90.4 percent of buildings with a valid risk assessment.	96.7 percent of buildings with a valid assessment. 1,061 overdue actions. This aligns to the significant increase in inspections.
Repairs backlog	A backlog of around 8,000 low-risk, low-priority repairs.	2,479 repairs older than 28 days.	4,802 repairs older than 28 days. Includes damp and condensation demand increase from 27 October.
Fire safety remediation	RSH raised concerns about	2,918 FRA actions.	1,466 live FRA actions.

Areas	RSH Judgement (August 2024)	Position then (October 2025)	Position now (March 2026)
	delays in completing over 1,700 fire safety actions identified across the stock.		2 high, 0 medium and 1,464 low risk. Target for BAU is by June 2026

- 3.6 Over the past year and a half, the council has moved from recovery to sustained improvement and has made significant progress on compliance. Priority has been given to closing critical safety actions, building workforce capacity, strengthening leadership and governance, improving data quality and rebuilding confidence in the safety of council homes.
- 3.7 Governance and assurance have been strengthened through director-led oversight and the Housing Safety and Quality Assurance Board, supported by specialist fire, building and water safety officers. Delivery and financial risks (including access, contractor capacity, inflationary pressures and temporary waking-watch costs) are managed through the Corporate Risk Register, reported to CLT and the Cabinet Member, and reviewed monthly.
- 3.8 A risk-based approach is being maintained to prioritise the highest hazards and prevent regression, supported by monthly performance monitoring, data assurance and early-warning triggers. Key mitigations include escalation under the no-access procedure, increased both in house and contractor capacity and routine checks on compliance activity. Residents are seeing clearer communication and faster responses to safety issues, and the council will continue to work with residents to improve access and build confidence that homes meet modern, compliant safety standards.

Progress against areas identified by the Regulator as non-complaint

Overall position, key strengths, risks and mitigations.

Strengths

- 3.9 The council has demonstrated positive, continuous and measurable improvement across the key compliance areas previously assessed as non-compliant, including smoke detection, water safety, fire risk assessment (FRA) remediation actions and electrical safety. Transparent data reporting, with regular reporting cycles and a clear governance framework, continues to strengthen assurance and accountability. The work has been underpinned by positive partnership working, including with East Sussex Fire & Rescue Service, Building Safety Regulator, UK Power Networks and Homes England. The council's risks are well understood with mitigations in place and clear, time-bound timelines for reaching full compliance.

Risks

- 3.10 Key risks relate to sustained demand pressures within repairs and maintenance, which continue to exceed current available capacity, driven in particular by proactive activity to support compliance with Awaab's Law.,

Damp and mould volumes are increasing faster than they can currently be resolved. Some areas of delivery remain subject to external dependencies including UK Power Networks with regard to work on rising and lateral electrical mains and Building Safety Regulator/East Sussex Fire & Rescue Service around classification of some high-rise residential buildings. In addition, commencement of the enhanced programme to increase the number of homes with a recent stock condition survey is imminent and achieving full stock condition coverage within two years carries delivery and outcome risks that require active management.

Mitigations

- 3.11 Mitigations underway include additional contractor and staff resourcing across fire safety, building safety, damp & mould remediation and water safety, alongside a shift towards planned preventative maintenance models to alleviate pressures on the Housing Repairs & Maintenance Service and respond to the outcomes of the planned stock condition surveys. The council is also continuing to review and strengthen data assurance and performance reporting, including through our intensive RSH engagement and council governance processes, such as our Health Safety and Quality Assurance Board tracker, to support oversight and early identification of emerging issues.

Key areas of compliance

Electrical safety

- 3.12 Electrical safety was identified as an area for improvement by the RSH due to the number of overdue inspections and incomplete records. As of March 2026, 96.8% of our homes are within a compliant 5-year domestic testing programme, compared to just over half of all homes at the time of the Judgement. All Category 1 (C1) and Category 2 (C2) hazards identified at inspection are addressed as part of our certification. The electrical testing programme remains on trajectory to achieve full compliance by December 2026. The focus for the coming year is to sustain throughput, complete communal inspections, which have been undertaken on a risk prioritisation basis and now cover 85.7% of all communal areas.
- 3.13 The council continues to progress work with UK Power Networks (UKPN) to carry out proactive testing of mains electrical installations in high-rise blocks where the council cannot isolate the supply. Contracts have been let and works are progressing to replace and upgrade the incoming, rising and lateral mains in the six blocks identified in the January 2026 Cabinet report, Wiltshire House, Hereford Court, Warwick Mount and the Allamanda, Viscaria and Cherry blocks on the Bristol Estate.

Smoke detection

- 3.14 The council had previously lacked consistent assurance that alarms were fitted and working in all homes. Positive progress continues to be made with validated compliance at 99.8% of homes having smoke detection, with 58 remaining properties, including empty homes, complex cases, and cases subject to no-access procedures. Future reporting will exclude empty homes to better reflect occupied stock compliance.

Water safety

- 3.15 Water risk assessment compliance continues to rise to cover 96.7% of buildings following contractor consolidation. However, water safety remains a fragile area of compliance. Overdue remedial recommendations are reducing.. A new Water Safety & Legionella Compliance Manager commences in post in April 2026. The council is also re-engaging the incumbent Water Safety Contractor via a short-term contract award to secure a stable, compliant contractor resource and service while developing a longer-term procurement strategy.
- 3.16 The council recognises that it is not yet where it should be on water safety, and this remains a top priority. The next stage is to embed improved oversight, mobilise the updated contract arrangements, including planned preventative maintenance programme, continue to improve contractor performance and data resilience.

Repairs and maintenance

- 3.17 Repairs and maintenance were highlighted by the Regulator in August 2024 because of a significant backlog of overdue routine repairs. In June 2024, the total number of open repairs over 28 days stood at 9,653, reflecting historic backlogs that built up during and after the pandemic. By October 2025, this had reduced to 2,479, representing a reduction of almost three-quarters. September 2025 recorded the highest inflow of new repairs since Council records began, driven by proactive damp-and-mould outreach ahead of the implementation of Awaab's Law.
- 3.18 Repairs demand continues to rise, with over 1,000 more repairs reported than in March 2025, and the number of repairs open for more than 28 days has increased due to sustained high volumes. In particular, caseload continues to grow due to proactive council outreach to ensure compliance with Awaab's Law, including: Increased tenant self-reporting; greater hazard-identification by damp & mould technicians; wider staff reporting from home visits.
- 3.19 The service continues to prioritise completion of the oldest cases, with reduction in repairs open for over a year. To mitigate these pressures, the council is also planning to procure additional contractor resources, reviewing in-house operational capacity and working to improve alignment with planned works programmes.
- 3.20 The service continues to monitor completion rates and resident satisfaction to ensure sustained improvement.

Fire safety

- 3.21 Fire safety was one of the Regulator's key areas for improvement, with assessments and remedial actions not previously completed in a timely way. In 2024 the total number of live fire-risk-assessment (FRA) remediation actions across the housing stock peaked at 8,228 following completion of updated fire risk assessments across all our blocks. As reported to December 2025 Cabinet, as of October 2025, this number had reduced to

2,918, a reduction of more than 60 per cent. Within this total, the number of high-risk actions fell from 417 in August 2025 to 14 in October 2025, and medium risk actions fell from 456 to 32 in the same time period. At that time 2,872 low-risk actions remained.

- 3.22 As of March 2026, there are 1,466 FRA remediation actions. The February 2025 figure was 7,287. The number of open high risk actions falling to 2 and open medium risk actions falling to 0. 1,464 low risk actions remain open. Each action is tracked to completion managed through the council's dedicated fire-safety programme, prioritised by building risk and monitored through the fire-safety tracker.
- 3.23 The council have successfully applied to the Government Waking Watch Replacement Fund and Homes England Cladding Safety Scheme (CSS) which will mitigate the costs of fire safety measures to the Housing Revenue Account and leaseholders. The council does not have any Grenfell Tower type cladding on any of our blocks. We have bid to the CSS to fund remediation works where we have some high-rise blocks with elements of façade or curtain wall material that may be deemed to pose a high risk of fire spread. Where we have such situations, the Council has also put additional fire mitigation measures in place as required, such as a waking watch or upgraded fire alarm system.
- 3.24 Completion of Personal Emergency Evacuation Plans is progressing supported by additional resourcing.

Other areas of safety and quality compliance

- 3.25 As part of our commitment to being a Great Landlord for our tenants and leaseholders we not just focused on the specific areas of compliance cited in the Regulatory Judgement. Although not raised in the Regulator's judgement, the council continues to monitor and improve performance across all other statutory key Safety & Quality compliance areas.
- Gas and fuel safety: All domestic and communal gas certificates are in date. 100%.
 - Carbon monoxide detection: 99.9% of dwellings have carbon monoxide detection / alarms.
 - Asbestos management: Rolling re-inspection programme covering common ways is continually in progress to ensure full compliance is maintained.
 - Lift and lifting equipment safety: Servicing compliance under the Lifting Operations and Lifting Equipment Regulations is in progress to ensure full compliance is maintained.

Housing (Safety and Quality) Improvement Programme 2026/27

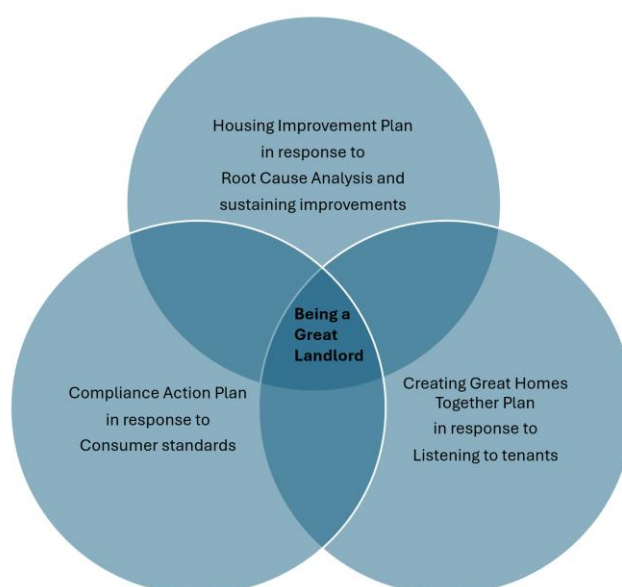
- 3.26 The Housing (Safety and Quality) Improvement Programme has been developed in response to the Root Cause Analysis and sets out the council's approach to resetting Housing Services as a safe, compliant and resident-focused landlord following the Regulator of Social Housing C3 judgement. The Programme is focused on delivering sustained, embedded improvement, rather than short-term recovery, by addressing the underlying

causes of non-compliance with the Safety and Quality Consumer Standard and putting in place clear controls, ownership and evidence to prevent repeat failure.

- 3.27 Completion by March 2027 will enable the council and residents to have confidence that homes are demonstrably safe, statutory checks happen on time and follow-on actions are closed promptly. Residents should receive clear, consistent communication with fewer handoffs and repeat issues. Decisions are evidence-led, with risks surfaced early and performance reporting reflecting lived resident experience. Residents should experience a stronger voice shaping priorities and investment, faster follow-up with fewer long-running repairs and clearer updates on changes, alongside a visible “you said, we did” learning culture across the service.
- 3.28 The Improvement Programme is structured around six themes aligned to the Root Cause Analysis: resident voice; workforce capacity and capability; data quality and use; clear responsibility for compliance; prioritisation and focus; and leadership and culture. Together, these themes underpin a shift in the housing operating model to strengthen day-to-day grip on risk and compliance through clearer ownership and escalation routes, a routine of data validation, sampling and quality checks to test that reported performance reflects reality, and a learning-organisation approach that connects complaints, Ombudsman findings, resident insight and service performance.

Being a Great Landlord

- 3.29 The Housing (Safety and Quality) Improvement Programme is part of a system of programmes with the intention of supporting the council’s ambition to become a Great Landlord. The other two programmes – Consumer Standards Programme and Creating Great Homes Together Programme – are set out below.



Consumer Standards Programme

- 3.30 Our Consumer Standards Programme reflects the latest position across all services, including new actions and resets around how we will achieve and evidence full compliance with all of the Regulator of Social Housing's Consumer Standards. There is a regular senior management review of progress, ensuring sustained oversight and prompt resolution of risks or delays. Key exceptions—whether emerging risks, stalled actions, or areas requiring strategic decisions—are escalated to the Great Landlord Board for visibility, challenge, and support.
- 3.31 Overall progress remains positive, with strong momentum and the majority of actions in delivery—particularly those linked to longer-term programmes such as tenant engagement, complaints learning, stock condition surveys, asset management planning and compliance frameworks. A smaller number of actions are not currently resourced or are temporarily paused, largely due to capacity pressures (for example, equality impact assessments, policy follow-on activity and information reviews), while a significant number are now complete, including work on governance, policy updates, safety procedures and preparations for Awaab's Law.

There are four consumer standards: 1. Safety & Quality, 2. Transparency, Influence & Accountability, 3. Tenancy and 4. Neighbourhood & Community. Overall progress remains positive, with strong momentum and the majority of actions in delivery, such as tenant engagement (listening and responding to tenant voices), learning from complaints (for continuous improvement), stock condition surveys (to be an intelligent client in terms of asset management and planning), and compliance (with regulatory frameworks for RSH, Building Safety regulator, East Sussex Fire and Rescue Service, etc). Capacity/resourcing continues to be a challenge so taking a risk-based approach and prioritisation are key for successful delivery together with bringing in expertise from strategic partners.

Creating Great Homes Together

- 3.32 The Creating Great Homes Together programme is underpinned by a co-produced Improvement Plan: In April 2025, we held a series of tenant workshops across the city to explore key improvement themes emerging from complaints, Ombudsman findings, tenant perception surveys, member enquiries, and informal engagement. Workshops focused on: repairs; customer service; health & safety; ASB; and complaints handling. Frontline staff worked directly with tenants to co-design solutions and better understand priorities. We used the workshop insights to shape ongoing work and to design the Creating Great Homes Together improvement plan. We have already:
- Delivered complaints handling training for housing staff.
 - Improved our procedures and tenant guidance in key areas for improvement.
 - Restarted estate inspections.

- Strengthened our repairs material supply chain, reducing repeat visits.
 - Consulted tenants on repairs and tenant handbooks (now under review).
 - Procured digital tools to enhance damp & mould responses.
 - Between November–December 25, tenants helped prioritise the improvement plan to be delivered in two phases (2026–2028).
- 3.33 Our priorities focus on improving the day-to-day tenant experience across repairs, customer service and complaints. In repairs and maintenance, we will strengthen quality, transparency and confidence including by improving digital repair tracking, increasing “Right First Time” outcomes, providing clearer information about planned and major works, collecting more meaningful satisfaction feedback, and reducing handoffs through better diagnosis. Alongside this, we will modernise how tenants get in touch and improve service culture by building stronger ownership and empathy, reducing unnecessary handovers, embedding trauma-informed and neuro-inclusive communication, and applying an “Every Contact Counts” approach across all channels.
- 3.34 We will also work to build safer, more supportive communities and strengthen tenant voice. A major safer communities improvement project (with a focus on ASB and adoption of the Housing Hate Incident Policy) will improve awareness of reporting routes and escalation, ensure consistent advice and staff training, and introduce Community Commitments that support positive behaviour. In complaints, we will make the process more open and accessible through earlier and more transparent communication, personal contact at the start of a complaint, regular staff training, better tracking with senior involvement, improved mediation options, and simpler online reporting. Finally, our tenant engagement work will create new informal ways to get involved, broaden and diversify participation, provide training so tenants can take part with confidence, explore scrutiny groups, and refresh the overall tenant engagement strategy.

4. Analysis and consideration of alternative options

- 4.1 The Social Housing Regulation Act came into effect from 1 April 2024 and requires social landlords to comply with the standards set by the Regulator of Social Housing. Following the regulatory judgement the RSH expects the council as landlord to develop a plan that will drive significant change and to share that with tenants.
- 4.2 The issues identified in the report are also relevant to the council’s ability to meet multiple legal obligations and regulatory standards. As well as the RSH, compliance falls under the scrutiny of the Building Safety Regulator, the HSE and the fire service.
- 4.3 All of the above regulators have very substantial powers of enforcement available should the council not meet legislative and regulatory requirements obligations, leaving no alternative options but to ensure compliance.

5. Community engagement and consultation

- 5.1 The council continues to engage residents on progress since the Regulator of Social Housing's C3 judgement. Quarterly Area Panels receive updates on safety and quality, performance, and planned next steps, with questions captured and fed back into service delivery. These sessions provide a standing forum for scrutiny and for tracking progress against the themes highlighted by the Regulator.
- 5.2 Dedicated engagement continues at high-rise and Large Panel System blocks, including the Bristol Estate. Residents are informed through letters, notices, drop-ins and on-site tenancy visits. These activities support access for inspections and works, explain changes to evacuation strategies where relevant, and provide a route for individual concerns to be resolved quickly.
- 5.3 The council uses the tenant newsletter Homing In to provide regular citywide updates on safety, compliance and planned programmes. This includes plain-English explanations of what residents can expect before, during and after inspections or works, and signposts to further support.
- 5.4 Engagement feedback from Area Panels, building-specific activity at LPS and Bristol Estate, and Homing In will continue to be collated and reported through housing governance so that resident insight informs decisions and supports the council's vision of becoming a Great Landlord.
- 5.5 The Creating Great Homes Together consultation has involved residents and staff in considering key themes identified through analysis of existing housing customer insight data and in co-designing service improvements. The council will use the findings to inform priorities in the Housing Improvement Plan and to shape how services communicate and deliver at block and neighbourhood level. Engagement with residents is ongoing. Workshops are planned to inform work across housing compliance areas.

6. Financial implications

- 6.1 There are no direct financial implications as a result of the recommendations made in this report. The 2026/27 HRA budget set out the revenue and capital investment relating to health and safety works.
- 6.2 Officers will continue to closely monitor the costs associated with the works required, reporting any variances via the councils TBM process and to help inform future budget reports.

Name of finance officer consulted: Mike Bentley
22/04/26:

Date consulted

7. Legal implications

- 7.1 This report provides an overview of Brighton & Hove City Council's progress in addressing housing safety and quality compliance.
- 7.2 The Social Housing Regulation Act came into effect from 1 April 2024 and requires social landlords to comply with the standards set by the Regulator of Social Housing (RSH). On 9 August 2024 the Regulator of Social Housing

issued a C3 regulatory judgment that there are serious failings in the Council as landlord delivering the outcomes of the consumer standards and significant improvement is needed specifically in relation to outcomes for the national Safety and Quality Standard.

- 7.3 The Regulator expects the Council as landlord to continue to drive significant change. The Regulator has very substantial powers of enforcement available but is not proposing to use enforcement powers at this stage, provided Brighton and Hove CC continues to seek to resolve these issues. The RSH also has powers to conduct full planned inspections of social housing providers at least every four years to assess their delivery of services against four Consumer Standards, those standards being Safety and Quality; Neighbourhood and Community; Tenancy; and Transparency, Influence and Accountability.
- 7.4 The issues identified in the report are relevant to the Council's ability to meet multiple legal obligations and regulatory standards. As well as the RSH, compliance falls under the scrutiny of the Building Safety Regulator, the Health and Safety Executive (HSE) and East Sussex Fire & Rescue Service. The Council must comply with the enforcement notices issued by the fire service.
- 7.5 Proper management of water systems is crucial to prevent the growth and spread of Legionella bacteria. Under the Health and Safety at Work Act the Council has a legal responsibility to ensure tenants are not exposed to health and safety risks, and must follow the HSE Approved Code of Practice (HSE ACoP L8) and accompanying technical guidance.
- 7.6 There is the potential for the council to be exposed to compensation claims arising from disrepairs which have not been addressed on a reasonable timescale. Awaab's Law came into force for the social rented sector from 27 October 2025 whereby social landlords must address emergency hazards and damp and mould hazards that present a significant risk of harm to tenants to fixed timeframes.

Name of lawyer consulted: Natasha Watson Date consulted Date: 5 May 2026

8. Risk implications

- 8.1 Delivery risks include organisational resilience, further unforeseen events that divert capacity, capacity constraints, and shifting expectations. The Housing Revenue Account (HRA) budget, Medium Term Financial Strategy (MTFS), indicates a growing underlying deficit in the HRA and identifies mitigations that can be actioned to address this. These risks will be managed proactively and transparently. Mitigations include taking a one council approach, continued alignment of the HRA budget to compliance duties based on risk-based prioritisation tools, and empowering all tiers of staff to collaborate and maintain focus on compliance as a priority for maintaining safe and high quality stock.

9. Equalities implications

- 9.1 Improving housing safety and quality has clear equality benefits. The council's compliance programmes address risks that disproportionately affect some residents, including older and disabled people, families with young children, and those living with long-term health conditions. Reducing hazards such as fire, damp and mould, cold and electrical risk supports better health and wellbeing and helps to narrow inequalities in housing outcomes.

10. Sustainability implications

- 10.1 The housing safety and quality programmes described in this report contribute positively to the council's wider sustainability objectives by improving the condition, efficiency and lifespan of homes. Our programme of stock-condition surveys will provide detailed information on the state of the housing stock, which will support future planning for energy efficiency, decarbonisation and resource use.

11. Health and Wellbeing Implications:

- 11.1 The council's compliance and safety programmes have a direct positive impact on residents' health and wellbeing. Safer, warmer and well-maintained homes reduce the risks of fire, damp and mould, electrical hazards and cold-related illness. They also contribute to improved mental wellbeing by providing greater security and reassurance for residents

Other Implications

12. Procurement implications

- 12.1 In order to be a Great Landlord, we recognise that over and above our in-house workforce for compliance and maintenance, we require contractors to provide additional capacity and as appropriated expertise to support the safety and quality of our housing stock. This means that sufficient procurement capacity is being secured to support appointing the relevant capacity and capability.

13. Crime & disorder implications:

- 13.1 There are no crime & disorder implications arising directly from this report.

14. Conclusion

- 14.1 The council remains in formal engagement with the Regulator of Social Housing following the C3 Regulatory Judgement issued in August 2024. The direction of travel continues to be positive, with measurable progress across all areas of safety and quality and strengthened governance now in place. Progress toward compliance, including integrating compliance data, will continue to receive focused attention through senior leadership oversight.

- 14.2 The next phase is to embed improvement as business as usual. This will be driven through the Housing Improvement Programme and the outcomes of the Creating Great Homes Together consultation, creating one framework for delivery, accountability and resident engagement.
- 14.3 The actions and progress outlined in this report seek to strengthen compliance with the Consumer Standards, provide a sound foundation for long-term stewardship of the housing stock and demonstrate the council's continuing commitment to its Great Landlord vision: to ensure every resident lives in a safe, well-maintained and high-quality home.

Supporting Documentation

1. Appendices

1. Appendix 1; Housing Improvement Programme 2026/27.
2. Appendix 2, Housing Safety and Compliance Performance Indicators.