

AGENDA MANAGEMENT SHEET

Report Title: Assets and Property Repairs Service - Transformation journey and resulting budgetary impact

Name of Committee: Cabinet

Date of Meeting: 6 January 2026

Report Director: Chief Officer - Communities and Homes

Portfolio: Communities and Homes, Regulation and Safety

Ward Relevance: All

Prior Consultation: Report Consultation Officers Group, Portfolio Holder Communities and Homes, Liberal Democrat Group Spokesperson for Communities and Homes and a cross-party group of Members present at the rent setting for 2026/27 workshop which took place in November 2025

Contact Officer: Peter Nicholas - Asset Maintenance Team Manager & Rob Foster - Repairs & Voids Manager

Public or Private: Public

Report Subject to Call-In: Yes

Report En-Bloc: No

Forward Plan: Yes

Corporate Priorities: This report relates to the following priority(ies):
 A Healthier Rugby – To support people to live healthier, longer, and more independent lives.
 A Thriving Rugby – To deliver a thriving economy which brings Borough-wide investment and regenerates Rugby Town Centre.
 A Greener Rugby – To protect the environment and ensure the Borough adapts to climate change.
 A Fairer Rugby – To reduce inequalities and improve housing across the Borough.
[Corporate Strategy 2025-2035](#)
 This report does not specifically relate to any Council priorities but

Summary: This report sets out the substantial progress made in understanding the condition and quality of the

Council's portfolio of homes. It also sets out the resulting investment made in addressing issues identified through the stock condition survey work to ensure the safety and quality of homes, to meet the health and wellbeing needs of tenants.

The report reflects on the first 12 months of the Property Repairs Service transferring from Operations & Traded Services to Communities & Homes. It sets out the transformation journey and the achievements to date (appendix 3) and the positive outcomes for tenants (appendix 4).

The report also sets out the financial impacts which have arisen due to tackling issues identified through the comprehensive stock condition survey works, and in ensuring the Council's homes are safe, and of an appropriate quality, whilst also adhering to regulatory standards.

This has resulted in a recommendation for an additional supplementary revenue budget of £0.850M for 2025/26 to avoid the potential for an overspend in what is essentially a unique year.

Financial Implications:

The financial implications are set out in section 4.

Risk Management/Health and Safety Implications:

The Council has accelerated its programme of stock condition surveys and now has a known condition in respect of 86% of its homes.

However, the stock condition surveys identified a backlog of unreported repairs and hazards, that had to be addressed.

Environmental Implications:

An environmental impact assessment forms appendix 1 of this report

Legal Implications:

The Social Housing Regulation Act 2023 sets out the regulatory regime for social housing. In addition, the Safety and Quality Consumer Standard sets out required outcomes and specific expectations with which providers of social housing must comply.

Equality and Diversity:

An equality impact assessment forms appendix 2 to this report.

Options:

To note the improvements made to the condition of the Council's housing stock and agree the supplementary budget request, because of the budget pressure that has arisen in addressing

issues identified through the stock condition survey works.

If additional budget is not agreed this will result in an overspend for 2025/26.

Recommendation:

1) Cabinet notes the progress made in:

- understanding the condition of the Council's homes
- tackling the resulting repairs and hazards identified,
- the transformation journey of the Property Repairs Service and the Assets Service; and

2) IT BE RECOMMENDED TO COUNCIL THAT a supplementary budget of £0.850M from Housing Revenue Account Revenue reserves be utilised to support the additional repairs spend required for 2025/26.

Reasons for Recommendation:

To ensure that Members are aware of the positive progress and outcomes achieved to date

The Property Repairs Service has seen a significant financial pressure arise during 2025/26 budget to address legacy issues within the housing stock.

These were identified by the accelerated programme of stock condition surveys and ensuring compliance with regulatory standards in respect of the quality and safety of the homes.

From October 2025, Awaab's Law went live, imposing stringent targets on social housing landlords to urgently address reported cases of condensation and mould within their stock. This is welcomed as a means of ensuring the safety and quality of homes. The increased budget provision will also resource potential additional demand arising from these new requirements.

Cabinet - 6 January 2026

Assets and Property Repairs Service - Transformation journey and resulting budgetary impact

Public Report of the Chief Officer - Communities and Homes

Recommendation

- 1) Cabinet notes the progress made in:
 - understanding the condition of the Council's homes
 - tackling the resulting repairs and hazards identified,
 - the transformation journey of the Property Repairs Service and the Assets Service; and
- 2) IT BE RECOMMENDED TO COUNCIL THAT a supplementary budget of £0.850M from Housing Revenue Account Revenue reserves be utilised to support the additional repairs spend required for 2025/26

1. Executive Summary

- 1.1 There has been a substantial transformation journey undertaken during 2025 to ensure that the Council's homes are of a decent quality and are safe, whilst ensuring that tenants benefit from a more responsive and efficient Property Repairs Service.
- 1.2 The transformation journey was undertaken in response to the findings of a mock inspection of the service, undertaken in late 2024, with the aims of improving services for tenants and increasing assurance of the Council's compliance with the quality and safety standard set out on the regulatory framework for social housing.
- 1.3 In January 2025 the Property Repairs Service migrated from the Operations and Traded Service portfolio to the Communities, Homes and Regulatory Services portfolio, with a transformation project starting in March 2025.
- 1.4 The outcomes of the transformation project are covered in appendices 3 and 4 to this report, with the latter focusing on the positive benefits for tenants.
- 1.5 As a result of accelerating an already planned stock condition survey, the Council now understands the condition of 86% of its homes, with plans in place to continue to assess the condition of the stock through a rolling programme of 20% of the housing stock each year.

- 1.6 Through conducting the stock condition surveys, the Council identified 771 hazards as prescribed by the Housing and Health Safety Rating System. A further 160 were identified through tenancy health checks. As of November 2025, of the 931 hazards identified, 901 had been remedied, with the remaining 30 a work in progress.
- 1.7 As at 1 April 2025 there was a backlog of 1234 repair jobs, reducing to 526 at the end of October 2025.
- 1.8 From October 2025, Awaab's Law went live, imposing stringent targets on social housing landlords to urgently address reported cases of condensation and mould within their stock. This is welcomed as a means of ensuring the safety and quality of homes. The increased budget provision will also resource potential additional demand arising from these new requirements.
- 1.9 Investing in improving the condition of our homes and the quality of the repairs service has come at a cost. Therefore, this report requests an additional budget of £0.850M for 2025/26 to be funded from Housing Revenue Account Reserves, to avoid the potential for an overspend in this financial year.
- 1.10 The additional budget requirement has been challenging to forecast as the run rate of repairs has been so heavily influenced by the findings arising from the stock condition survey. As a result, it is anticipated that the 2025/26 year will be a financial outlier for the reasons set out in this report.

2. Background

- 2.1 The Social Housing (Regulation) Act 2023 introduced significant changes to the regulatory requirements for providers of social housing, with new consumer housing standards being introduced in April 2024.
- 2.2 The work of the property repairs and asset maintenance teams focuses on the Safety and Quality Consumer Standard, which sets out outcomes and specific expectations around:
 - Stock Quality
 - Decency
 - Health & Safety
 - Repairs Maintenance and Planned Improvement
- 2.3 Following the mock inspection, undertaken in late 2024, officers developed and have been implementing a safety and quality action plan, working towards achieving compliance with the safety and quality standard.
- 2.4 In August 2025 the service was inspected by the Regulator of Social Housing and whilst the outcome of this will not be known until January 2026, it is anticipated that the regulator will expect to see improvements in the areas listed above.

- 2.5 It should be noted that adherence to the consumer standards can be disproportionately challenging for Councils with smaller Housing Revenue Accounts, as they have less economies of scale and limited digital transformation capacity.

3. Understanding the condition of the Council's homes

- 3.1 An understanding of the condition of the housing stock ensures that the Council can validate both the quality and safety of its homes as well as use the data to make intelligence-based investment plans for the future.
- 3.2 The new regulatory framework for social housing providers sets out an expectation that providers must have an accurate, up to date and evidenced understanding of the condition of their homes.
- 3.3 This has been achieved by the Council through a full programme of stock condition surveys to its properties. This work started in April 2024 and completed in July 2025, resulting in the known condition of 86% of the housing stock.
- 3.4 This evidence base will be maintained going forward by annual stock condition surveys of 20% of the housing stock.
- 3.5 The stock condition surveys undertaken included a safety assessment using the Housing Health and Safety Rating System (HHSRS). There are 29 causes of a hazard within HHSRS, and they are scored based on the likelihood of an occurrence of harm to an occupier. The scores determine the banding of a Category 1 or Category 2 severity, and legislation requires that housing providers take appropriate action.
- 3.6 In July 2023 the Social Housing (Regulation) Act 2023 passed into law, creating the legal framework for Awaab's Law. In June 2025, detailed rules were laid before Parliament that formed part of the Social Housing (England) Regulations 2025, better known as Awaab's Law, which came into effect in October 2025, introducing strict and mandatory timeframes in the management of damp and mould cases.
- 3.7 Tenancy Health Checks and the Stock Condition Survey identified damp and mould works, which is managed within PRS and had to be completed to keep our tenants safe and to comply with the law and social housing regulations.

4. Financial impact of identified remedial works

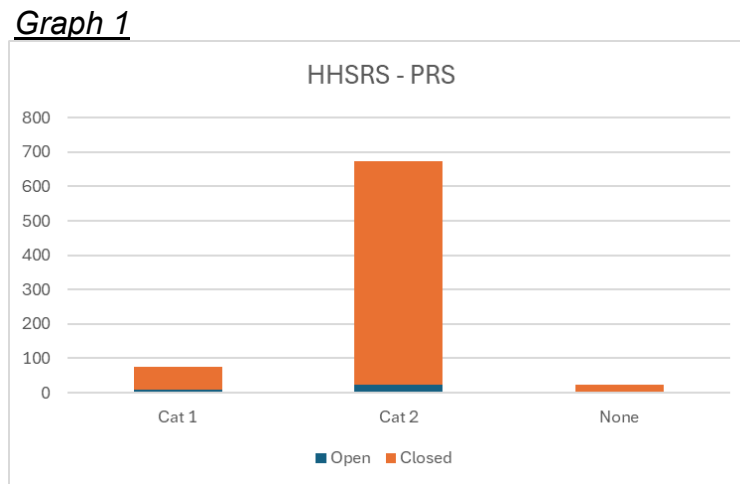
- 4.1 The table below demonstrates the financial impact of completing a large amount of complex works in a short period of time. The budget allocated to spend with external contractors was £0.850M but forecasting suggests that this needs to be £1.7m, which is an increase of £0.850M.

Description	Total Budget 2025/26	Expenditure	Commitments	Expenditure plus Commitments	Forecast	24.25 Actuals	Variance to Total Budget based on Expenditure	Variance to Total Budget based on Projection
	£	£	£	£	£	£	£	£
External Legal Costs	10,000	24,336	0	24,336	61,622	61,622	14,336	51,622
External Contractor & Operator	850,500	925,301	0	925,301	1,700,000	1,163,258	74,801	849,500
Internal Contractor	0	(907)	0	(907)	0	15,545	(907)	0

4.2 The table also shows the financial impact from last financial year with the spend being £1.1m against a budget of £0.350M.

4.3 Graphs 1, 2 and 3 identify the achievements within PRS where they have cleared a large back log of complex and regulatory works, since the beginning of this financial year. It is to be noted that we cannot show these results for previous financial year as the KPI framework was not live then, so these items were not monitored.

Graph 1 – HHSRS current position, broken down by category. 771 HHSRS identified in PRS reduced down to 30.

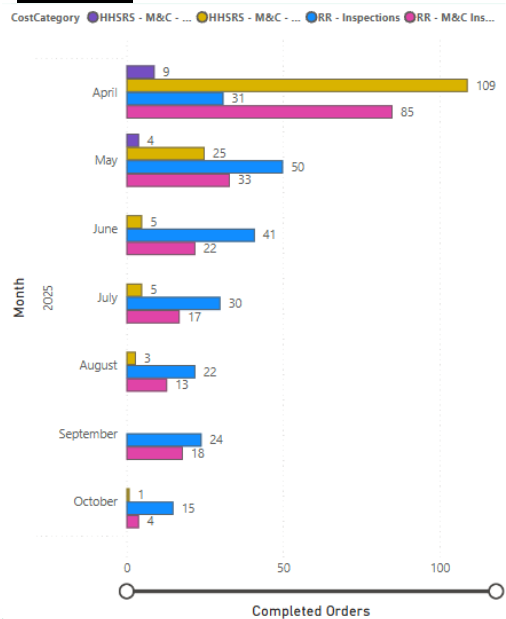


Graph 2 – Jobs in the Order Bank (reduction over time). This includes 160 jobs identified through Tenancy Health Checks.

Graph 2



Graph 3



Graph 3 – Mould & Condensation Inspections (reduction over time), identified through HHSRS, tenancy health checks and customer repairs.

5.0 The wider transformation journey

5.1 The transformation journey has been enabled by the increased self-awareness derived from the mock inspection in 2024 and the desire to ensure that tenants have an improved customer journey.

5.2 The transformation journey has focused on 6 themes:

- Operational policies and procedures
- An enhanced performance management framework
- Technology and systems
- Commercial and budget management
- Understanding resource requirements
- Establishing a single route to reporting repairs (goes live April 2026)

5.3 More detail, including the positive outcomes for tenants, is included in appendices 3 and 4

6.0 Conclusion

6.1 Significant progress has been made in ensuring that the Council provides safe and high-quality homes for its tenants, with an increasingly responsive repairs service

6.2 It should be noted however that there is more to do, and it is anticipated that the outcome of the recent inspection by the Regulator will inform further opportunities for improvement.

6.3 It should be noted that recommendation 1 of this report is an Executive matter for Cabinet and recommendation 2 is a Cabinet decision which must also be approved by Council.

Name of Meeting: Cabinet

Date of Meeting: 6 January 2026

Subject Matter: Transformation Journey Update - Assets & the Property Repairs Service

Originating Department: Communities and Homes

DO ANY BACKGROUND PAPERS APPLY YES NO

LIST OF BACKGROUND PAPERS

Doc No	Title of Document and Hyperlink
App 1	Climate Change and Environmental Impact assessment
App 2	Equality Impact Assessment
App 3	Transformation Project Update
App 4	Outcomes for Tenants

The background papers relating to reports on planning applications and which are open to public inspection under Section 100D of the Local Government Act 1972, consist of the planning applications, referred to in the reports, and all written responses to consultations made by the Local Planning Authority, in connection with those applications.

Exempt information is contained in the following documents:

Doc No	Relevant Paragraph of Schedule 12A

Appendix 1
Transformation Journey Update – Assets and PRS
Rugby Borough Council

Climate Change and Environmental Impact Assessment

CONTEXT

In 2019 the UK Parliament set a commitment in law to reach net zero carbon emissions by 2050. Achieving this target will require considerable effort with public bodies, private sector organisations, the third sector and individuals working together to take action.

Rugby Borough Council declared a climate emergency in 2019 and the Council's Corporate Strategy (2025-2035) [link](#) sets ambitious outcomes in relation to Climate Change. These ambitions are further defined through the Council's Climate Change Strategy [link](#) and must now be progressed through the decisions which the Council makes.

It is therefore important that Rugby Borough Council gives due regard to climate change when making decisions. In the context of the Council's business, Climate Change includes greenhouse gas emissions, biodiversity, habitat loss and environmental destruction. When putting forward recommendations for decision, officers must assess how these recommendations are likely to influence our climate change commitments by completing the following Climate Change and Environmental Impact Assessment.

To help you complete this assessment, please see the following guidance on SharePoint [here](#).

A copy of this Climate Change and Environmental Impact Assessment, including relevant data and information should be forwarded to your Chief Officer for approval.

If you require help, advice and support to complete the form, please contact your Chief Officer.

SECTION 1: OVERVIEW

Portfolio and Service Area	Communities and Homes
Policy/Service/Change being assessed	The transformation of the Property Repairs Service and the Asset Maintenance Team and request for supplementary budget 2025/26 to support this.
Is this a new or existing Policy/Service/Change?	Change - neither the Property Repairs Service nor the Asset Maintenance Service are new services, but the bringing together of the two teams under the one Directorate is. This is in response to requirements introduced by the Social Housing Regulation Act (2023) and the Safety and Quality Consumer Standard of the Regulator of Social Housing (April 2024)
If existing policy/service, please state date of last assessment	N/A
Ward Specific Impacts	None
Summary of assessment Briefly summarise the policy/service/change and potential impacts	The bringing together of both Assets and the Property Repairs Service under the one directorate is not expected to have any detrimental impact to either the environment or climate.
Completed By	Peter Nicholas / Rob Foster
Authorised By	
Date of Assessment	November 2025

SECTION 2: GREENHOUSE GAS EMISSIONS

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Scope 1 Emissions Direct emissions from council owned resources, for example through boilers or vehicles.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Scope 2 Emissions Indirect emissions occurring at the location energy is produced for council activities. For example, electricity generation for council buildings.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 3: CLIMATE CHANGE STRATEGY

	No Impact	Positive	Negative	Description of impact	Any actions or mitigation to reduce negative impacts	Action owner	Timescales
Workplaces and the Economy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The bringing together of the two teams under the one directorate, is already showing improvements in the service offering provided by RBC.	None	N/A	
Transport	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Natural Environment	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Homes and Energy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Waste, Resources and the Circular Economy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Climate and Nature Positive Communities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
Adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

SECTION 4: REVIEW

Where a negative impact is identified, the proposal and/or implementation can be adapted or changed; meaning there is a need for regular review. This review may also be needed to reflect additional data and evidence for a fuller assessment (proportionate to the decision in question). Please state the agreed review timescale for the identified impacts of the policy implementation or service change.

Review date	November 2025
Key points to be considered through review	N/A
Person responsible for review	Peter Nicholas / Rob Foster
Authorised by	Michelle Dickson

Appendix 2 Transformation Journey Update – Assets & PRS

EQUALITY IMPACT ASSESSMENT (EqIA)

Context

1. The Public Sector Equality Duty as set out under section 149 of the Equality Act 2010 requires Rugby Borough Council when making decisions to have due regard to the following:
 - eliminating unlawful discrimination, harassment and victimisation, and other conduct prohibited by the Act,
 - advancing equality of opportunity between people who share a protected characteristic and those who do not,
 - fostering good relations between people who share a protected characteristic and those who do not, including tackling prejudice and promoting understanding.
2. The characteristics protected by the Equality Act are:
 - age
 - disability
 - gender reassignment
 - marriage/civil partnership
 - pregnancy/maternity
 - race
 - religion/belief
 - sex/gender
 - sexual orientation
3. In addition to the above-protected characteristics, you should consider the crosscutting elements of the proposed policy, such as impact on social inequalities and impact on carers who look after older people or people with disabilities as part of this assessment.
4. The Equality Impact Assessment (EqIA) document is a tool that enables RBC to test and analyse the nature and impact of what it is currently doing or is planning to do in the future. It can be used flexibly for reviewing existing arrangements but in particular should enable identification where further consultation, engagement and data is required.
5. The questions will enable you to record your findings.
6. Where the EqIA relates to a continuing project, it must be reviewed and updated at each stage of the decision.
7. Once completed and signed off the EqIA will be published [online](#).
8. An EqIA must accompany all **Key Decisions** and **Cabinet Reports**.
9. For further information, refer to the EqIA guidance for staff.
10. For advice and support, contact:
Rebecca Ewers

Corporate Equality & Diversity Officer
rebecca.ewers@rugby.gov.uk
01788 533509



Equality Impact Assessment

Service Area	Communities and Homes
Policy/Service being assessed	The transformation of the Property Repairs Service and the Asset Maintenance Team and request for supplementary budget 2025/26 to support this.
Is this a new or existing policy/service? If existing policy/service please state date of last assessment	Neither the Property Repairs Service nor the Asset Maintenance Service are new services, however they are responding to requirements introduced by the Social Housing Regulation Act (2023) and the Safety and Quality Consumer Standard of the Regulator of Social Housing (April 2024)
EqIA Review Team – List of members	Rob Foster – Repairs and Voids Manager Peter Nicholson – Asset Maintenance Manager Nic Holman – Ark Consultant Mary Jane Gunn, Communities and Projects Manager
Date of this assessment	November 2025
Signature of responsible officer (to be signed after the EqIA has been completed)	

A copy of the completed and signed Equality Impact Assessment report, including relevant data and information to be forwarded to the Corporate Equality & Diversity Officer.

Details of Strategy/ Service/ Policy to be analysed

<u>Stage 1 – Policy to be analysed</u>	<p>The transformation of the Property Repairs Service and the Asset Maintenance was set in train by the Mock Inspection of RBC’s housing service in late 2024.</p> <p>It was identified that structural changes, systems changes/improvements, cultural changes and a range of additional measures including a new performance framework and adoption of new compliant policies, procedures and processes would be necessary to ensure compliance with the Safety and Quality Standard of the Regulator of Social Housing and other regulation and legislation.</p>
(1) Describe the main aims, objectives and purpose of the Strategy/Service/Policy (or decision)?	<p>The purpose of this initiative is to provide assurance that our tenants are safe, and our homes and services are of high quality.</p>
(2) How does it fit with Rugby Borough Council’s Corporate priorities and your service area priorities?	<p>The policy contributes to the following outcomes of the Corporate Strategy 2025-2035:</p> <ul style="list-style-type: none"> • A Fairer Rugby - To reduce inequalities and improve housing across the borough <p>The Corporate Strategy Delivery Plan 2025-26 sets out that we will:</p> <p>Deliver a programme to transform the delivery of landlord services. With the following deliverables:</p> <ol style="list-style-type: none"> a) A clear plan for service transformation b) A new asset management system that integrates with the housing management and repairs systems c) Efficiencies in delivering responsive and quality landlord services d) A service offer better understood by tenants <p>Rationale: The reasons for the programme scope and deliverables are as follows:</p> <ol style="list-style-type: none"> a) Improved and more responsive services for our tenants b) Increase productivity through increasingly efficient processes.

(3) What are the expected outcomes you are hoping to achieve?

- The safety of our tenants including safety from hazards and delivery of an effective, efficient and timely repairs service.
- Regulatory and legislative compliance - RBC is committed to complying with all relevant legislation and guidance including the Social Housing (Regulation) Act 2023, the Safety and Quality Standard of the Regulator of Social Housing and secondary legislation set out as Awaab's Law (which will be extended in 2026 and 2027 to cover hazards additional to damp & mould)
- Operational efficiency.
- Value for Money: We are committed to delivering repairs and maintenance services that offer fair value for money, ensuring that resources are used efficiently and seeking continuous improvement in our repairs and maintenance service by reviewing the service at regular intervals.
- Sustainability: We will consider energy efficiency and environmental sustainability when undertaking repairs and planned maintenance.

<p>(4) Does or will the policy or decision affect:</p> <ul style="list-style-type: none"> • Customers • Employees • Wider community or groups 	<p>RBC tenants will be affected by this initiative. It will have significant benefits in improving our repairs and maintenance services including improved access to the service. A range of measures/improvements have been delivered by this initiative including:</p> <ul style="list-style-type: none"> • A performance framework – Ensuring transparency to our tenants on the performance of the Landlord Service. • New robust and compliant policies and procedures, that will improve outcomes for tenants. • Specification and procurement of a new asset system that will enable a full understanding of our stock condition, enabling data driven decisions on planned works and improvements. <p>The measures described will also have a positive impact on employees:</p> <ul style="list-style-type: none"> • A performance framework will enable employees to direct their resources appropriately and understand when improvements are required and what is going well. • Robust policies and procedures will enable employees to work within a clear framework of expectations. • The new asset management system will reduce time consuming manual processes.
<p>(5) Will the policy or decision involve substantial changes in resources?</p>	<p>A supplementary budget is requested in 2025/26 to support the transformation of the service and compliance with regulation and legislation. .</p>
<p><u>Stage 2 – Evidence about user population and consultation</u></p>	<p>As a minimum you must consider what is known about the population likely to be affected which will support your understanding of the impact of the policy, e.g. service uptake/usage, customer satisfaction surveys, staffing data, performance data, research information (national, regional and local data sources).</p>

(1) What does the data tell you about the groups this policy or decision impacts?

Possible data sources:

- national statistics/census data
- local statistics
- evaluations
- analysis of complaints
- user feedback
- outcomes from consultation/community voice
- Council published information, service data
- [District and Ward Profile – Warwickshire Observatory](#)
- [Office of National Statistics](#)
- [Fingertips health profiles](#)
- [Indices of Multiple Deprivation](#)
- [RBC Annual Workforce Equality Report](#)

As of 31 March 2025, Rugby Borough Council owns and manages around 3,400 homes, including around 1,200 properties in its Independent Living Schemes (primarily for older tenants with enhanced housing management services) We maintain tenants' information within our housing management system.

Asset types:

- Bedsit
- Bungalow
- Flat
- House
- Maisonette

Along with a status of :

- Under Agreement
- Void
- Non Lettable

Our tenant data is currently being improved by a programme of tenancy health checks which will improve the information we hold on protected characteristics of our tenants.

A data project scheduled for 2025/26 will review data currently available and put a plan in place to improve that data primarily through "Settling In Visits" (with new tenants) and Tenancy Health Checks (with all tenants).

<p>(2a) Have you consulted or involved those groups that are likely to be affected by the strategy/ service/policy you want to implement?</p> <p>If yes, please state which groups were involved in the consultation and what were their views and how have their views influenced the policy/decision?</p>	<p>Tenants have been involved in 2025 through both the Tenants Panel (scrutinising performance using the new performance framework) and the Safety and Quality Tenants Group who have influenced:</p> <ul style="list-style-type: none"> • New compliance policies (Asbestos, Lifts, Legionella, Gas Safety, Elec Safety, Fire Safety, D&M) and the Repairs & Maintenance Policy <p>Policies had a range of changes following tenant consultation including adding timescales, changes in tone and clarification of staff responsibilities.</p> <p>Appendix 3 to this report – The Transformation of PRS & Assets was considered by the Tenants Panel at its meeting of 19 November 2025.</p>																				
<p>(2b) If you have not consulted or engaged with communities that are likely to be affected by the policy/decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary.</p>	<p>N/A</p>																				
<p><u>Stage 3 – Analysis of impact</u></p>																					
<p>(1) <u>Protected Characteristics</u> From your data and consultations is there any positive, adverse or negative impact identified for any particular group, which could amount to discrimination?</p> <p>If yes, identify the groups and how they are affected.</p>	<table border="1"> <thead> <tr> <th data-bbox="857 893 1292 1034">Protected Characteristic</th> <th data-bbox="1292 893 1700 1034">Nature of Impact Positive, Neutral, Adverse (explain why)</th> <th data-bbox="1700 893 2107 1034">Extent of impact Low, medium, high</th> </tr> </thead> <tbody> <tr> <td data-bbox="857 1034 1292 1102">Age</td> <td data-bbox="1292 1034 1700 1102">Neutral</td> <td data-bbox="1700 1034 2107 1102">Low</td> </tr> <tr> <td data-bbox="857 1102 1292 1171">Disability</td> <td data-bbox="1292 1102 1700 1171">Neutral</td> <td data-bbox="1700 1102 2107 1171">Low</td> </tr> <tr> <td data-bbox="857 1171 1292 1240">Sex</td> <td data-bbox="1292 1171 1700 1240">Neutral</td> <td data-bbox="1700 1171 2107 1240">Low</td> </tr> <tr> <td data-bbox="857 1240 1292 1308">Gender reassignment</td> <td data-bbox="1292 1240 1700 1308">Neutral</td> <td data-bbox="1700 1240 2107 1308">Low</td> </tr> <tr> <td data-bbox="857 1308 1292 1380">Marriage/civil partnership</td> <td data-bbox="1292 1308 1700 1380">Neutral</td> <td data-bbox="1700 1308 2107 1380">Low</td> </tr> </tbody> </table>	Protected Characteristic	Nature of Impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high	Age	Neutral	Low	Disability	Neutral	Low	Sex	Neutral	Low	Gender reassignment	Neutral	Low	Marriage/civil partnership	Neutral	Low		
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Age	Neutral	Low																			
Disability	Neutral	Low																			
Sex	Neutral	Low																			
Gender reassignment	Neutral	Low																			
Marriage/civil partnership	Neutral	Low																			

	Pregnancy/maternity	Neutral	Low
	Race	Neutral	Low
	Religion/belief	Neutral	Low
	Sexual Orientation	Neutral	Low
<p>(2) <u>Cross cutting themes</u> (a) Are your proposals likely to impact on social inequalities e.g. child poverty, geographically disadvantaged communities? If yes, please explain how?</p>	Description of impact	Nature of impact Positive, Neutral, Adverse (explain why)	Extent of impact Low, medium, high
	Socio-economic e.g.: child poverty, income level, education level, working hours/occupation, family/social support, access to good nutrition	Positive – the policy positively impacts quality of life for tenants through well-maintained homes and contributes to health and safety by addressing disrepair promptly.	Low
	Environmental e.g.: housing status, transport links, geography, access to services, air quality, noise pollution	Positive - encourages sustainable practices, as part of RBC Corporate Strategy 2025-2035.	Low

<p>(3) Using the information gathered in stages 2 and 3, please describe how the policy/strategy/service will:</p> <ul style="list-style-type: none"> a. Eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act b. Advance equality of opportunity between people who share and people who do not share a relevant protected characteristic c. Foster good relations between people who share and people who do not share a relevant protected characteristic 	<p>The policy applies consistently to all tenants, ensuring that no individual is disadvantaged based on any protected characteristic. It complies with legal requirements, promoting fair and equal service delivery without discrimination.</p>
<p>(4) Are there any obvious barriers to accessing the service? If yes, how can they be overcome?</p>	<p>N/A</p>
<p>(5) What Equality Monitoring Data will be collected to analyse impact? How will the Equality Monitoring Data collected be used?</p> <p>If no Equality Monitoring Data is being collected, why not?</p> <p>For support with this section, please refer to the Equality Monitoring Guidance.</p>	<p>Equality monitoring data is collected through tenant health checks and the housing application process. This includes information on tenants' protected characteristics, such as age, disability, gender, ethnicity, and any additional support needs. The data is stored securely within the council's system.</p>

<p>(6) Complete this section if any adverse impacts were identified in 3.1.</p> <p>Outline any actions that will be taken to remove or mitigate the adverse impacts identified in 3.1 to ensure that no discrimination is taking place. If removing or mitigating the impact is not possible, you may in certain circumstances, justify the discrimination. If that is the case, please give evidence for why justifying is possible in this case.</p>	<p>N/A</p>
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<p><u>Stage 4 – Action Planning, Review and Monitoring</u></p>	
<p>(1) Data analysis What does feedback from Equality Monitoring Data gathered tell you about impact on groups? Were there any unforeseen impacts (positive or negative)?</p> <p>The feedback/data should be used to inform your Action Plan in (2)</p>	<p>The policy does not specifically target any protected characteristic.</p>

<p>If No Further Action is required then go to – Review and Monitoring</p> <p>(2) Action Planning – Specify any changes or improvements that can be made to the service or policy to mitigate or eradicate negative or adverse impact on specific groups, including resource implications.</p>	<p>EqlA Action Plan</p> <table border="1" data-bbox="875 349 2112 579"> <thead> <tr> <th data-bbox="875 349 1120 424">Action</th> <th data-bbox="1120 349 1364 424">Lead Officer</th> <th data-bbox="1364 349 1615 424">Date for completion</th> <th data-bbox="1615 349 1865 424">Resource requirements</th> <th data-bbox="1865 349 2112 424">Comments</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>					Action	Lead Officer	Date for completion	Resource requirements	Comments																				
Action	Lead Officer	Date for completion	Resource requirements	Comments																										
<p>(3) Review and Monitoring State how and when you will monitor policy and Action Plan. Will you make any changes to the Equality Data that you are collecting or how you are collecting/using the data?</p>	<p>This initiative will be reviewed annually in line as part of our preparedness for inspection by the RSH.</p>																													

Please annotate your policy with the following statement:

An Equality Impact Assessment on this initiative was undertaken on 17 November 2025 and will be reviewed in November 2026.



Transformation Project

17th November 2025

Nicola Holman



Project Outcomes Agreed

- **Performance**
 - To build a KPI framework that is managed through a tier of management within Rugby Borough Council.
 - Document operational maintenance in policies and procedures, detailing roles and responsibilities of teams involved.
- **Technology & Systems**
 - Introduce an Asset Management Software that integrates with other systems to support operational delivery and regulatory compliance.
- **Commercials**
 - Ensure maintenance spend is compliant with Public Contract Regulations, demonstrating value of money within HRA spend.
 - Strengthen contract management with external suppliers, building partnerships to ensure alignment in service deliverables and obtaining value for money.
 - Evaluate budgets required to strengthen property investment, providing teams with adequate financial support in order to deliver their service in line with the decent homes standard and social housing regulations.
- **Structure**
 - Allocate the resource required to deliver the service, defining roles and responsibilities to remove duplication and determine training through gap analysis.



Transformational Achievements To Date

KPI Performance Framework

- KPI performance framework designed and approved (April 2025)
- Governance team members and meetings launched to review results monthly (May 2025)
- Power BI dashboard built and published (June 2025)
- Performance Risk and Assurance members agreed and meeting launched quarterly (Q1 – July 2025)
- Tenant panel – KPI Performance added to agenda and discussed quarterly (Q1 – August 2025)
- Health & Safety Committee – KPI Performance added to agenda and discussed quarterly (Q1 & Q2 – November 2025)
- Outcomes of KPI monitoring below:

KPI Description	P1	P6	Direction	Movement	
Damp and Mould Inspections within target	25.00%	64.70%	Improved	39.70%	
Damp and Mould remedial work completed within target	57.10%	52.20%	Worsened	-3.50%	
Damp and Mould Inspections in WIP	231	27	Improved	204	
Cat 1's Open in PRS	41*	9	Improved	32	
Cat 2's Open in PRS	406*	54	Improved	352	
Work in Progress	1063	748	Improved	315	
% of WIP overdue	79.6%	49.6%	Improved	30.0%	
Emergencies within target	83.30%	100%	Improved	16.7%	
Non-Emergency Repairs within target	72.30%	81.50%	Improved	9.20%	
Minor Voids completed on time (%)	100%	100%	Unchanged	-	
Standard Voids completed on time (%)	77.8%	100%	Improved	22.2%	
Major Voids completed on time (%)	100%	50%	Worsened	-50.0%	
Average time to answer calls	02:03	01:34	Improved	00:29	
Abandoned Calls	25.0%	17.20%	Improved	7.80%	



Transformational Achievements To Date

Operational Policies & Procedures

- Seven compliance related policies created and approved in Q1. They are:
 - Legionella
 - Lift Management
 - Fire Safety
 - Gas safety
 - Electrical Safety
 - Asbestos Management.
- Repairs & Maintenance Policy and the Damp and Mould Policy created and approved in Q2
- Sixteen operational procedures identified for creation and launch. Achievements to date are:
 - Follow on Procedure; creates efficiencies in tighter turnaround times, reducing average time to complete a repair.
 - Damp & Mould; this includes system changes to support diagnostics and timelines, aligned with Awaab's Law
 - No Access; this includes system changes to count visit to determine action, strengthening tenancy management

Technology & Systems

- Procurement of a new Asset Management system complete (August 2025)
- Project kick off for new Asset Management System. This include the migration of repairs and voids into the system and the integration of Total Mobile & Agresso (September 2025)
- Additional phone line into the PRS team launched to further support customers (October 2025)
- Data cleanse in progress (November 2025)



Transformational Achievements To Date

Commercials

- Procurement Pipeline drafted, based on historical spend and aligned to the proposed HRA 30-year business plan (October 2025)
- Commercial Manager appointed to finalise and implement Procurement Pipeline in partnership with CHIC (November 2025)
- Builders merchant tender launched, and supplier awarded. Anticipated cost savings of 2.6% of existing material spend (Sept-November 2025)
- First draft of new Budget Structure proposed for new financial year, providing clear ownership and accountability within teams (November 2025)
- The introduction of SOR's with contractors within the maintenance teams. Industry standard dictates a minimum of a 20% saving on spend with contractors when scoping works using these codes (November 2025)
- The introduction of finance reports, meetings and timetables within PRS to ensure an understanding on budget position within the teams, collaboratively working with the Finance Business Partner (September 2025)

Structure Changes

- Survey released and CV's assessed to identify required roles and responsibilities (April 2025)
- Proposal for structure alignment designed for future consideration (May 2025)
- Cost analysis performed on structure proposal for further benefit realisation (October 2025)
- Appointment of a new Repairs & Voids Manager with technical experience to lead and manage the team, with 25 years of experience in construction and property maintenance (October 2025)
- Post transferred from the contact centre to PRS to accommodate one repairs reporting service (October 2025)



Future Transformation Achievements Planned

Operational Procedures

- Asset Referral Procedure; workshop held, draft procedure and asset referral form – In Progress
- Voids end to end Procedure; workshop held and managerial approval required to move forward – In Progress
- Out of Hour Procedure; workshop held, lone working devices distributed, trial to obtain cost benefits - November to December – In Progress
- Ten remaining procedures will be handed to Communities & Projects to support future delivery.
- Case management within Civica CX has been designed. Training and the launch of it's use for HHSRS and No Access is pending launch.
- PRS and Asset will move to the same office space to strengthen collaborative working. Working group will take the office move forward. Launch of the team in progress.

Technology & Systems

- Go live of Total Mobile for Voids, Compliance and Asset repairs, Asset Management system and integration – due April 2026
- Repairs calls into one central location – due April 2026



Future Transformation Achievements Planned

Commercials

- HRA 30 year business plan to be approved and launched. First draft received and discussions underway. Proposal to launch anticipated for Q2 26/27
- Mobilise van stocks and material catalogues in line new builder's merchant contract, bringing efficiencies through productivity, system integration and the availability of core stock. Target completion April 2026
- Secondary materials contract award to support the supply of plumbing materials. Anticipated cost savings of 29.63% if awarded to City Plumbing Suppliers. Target completion April 2026
- Introduction of new contracts with compliant suppliers, improving service and costs – benefit realisation 12 months from each contract award date.
- Contract Management strengthened through support of the Commercial Manager and the introduction of quality assurance checks. Teams will learn how to create robust partnerships, service level agreements and supplier relationship management protocols. Benefit realisation 12 months from contract award dates and launch of QA programme.
- Budget setting work continues to support the restructured proposal with growth bids proposed to move existing funding into the right places. Anticipated completion February 2025.



Thank you and please contact us if you would like to discuss further

Nicola Holman

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Appendix 4 Transformation Journey Update – Assets and PRS Tenant Outcomes

The **Safety & Quality Standard** of the Regulator of Social Housing sets out required outcomes and specific expectations that registered providers must achieve.

The standard can be found online at <https://www.gov.uk/government/publications/safety-and-quality-standard>

The purpose of our transformation journey is to improve outcomes for tenants. This table sets out a summary of improved outcomes for tenants to date.

1. PERFORMANCE

Milestone	Date Commenced	Outcomes for Tenants
KPI framework designed and approved	April 2025	Provides a basis for monitoring delivery of “safe and good quality homes” and “effective landlord services – Provides transparency to tenants, enabling tenants to hold RBC to account.
Tenant panel – KPI Performance added to agenda and discussed quarterly	Q1 – August 2025	Supports tenant involvement and transparency - aligning with the wider regulatory expectation of tenant voice and information and enabling scrutiny of how performance impacts tenants. Enables tenants to hold RBC to account and actively participate in service improvement.

Tenant Facing OPERATIONAL POLICIES & PROCEDURES Adopted 2025/26

Policy	Status	Outcomes for Tenants
Legionella	Approved Q1	Clear policies that set out to tenants the way in which we will take all reasonable steps to ensure the health and safety of tenants in their home and associated communal areas.
Lift Management	Approved Q1	
Fire Safety	Approved Q1	
Gas Safety	Approved Q1	
Electrical Safety	Approved Q1	
Asbestos Management	Approved Q1	
Repairs & Maintenance	Approved Q2	Clear timescales set for completion of repairs, maintenance and planned improvements , communicated

		through the tenants newsletter and the RBC website.
Damp and Mould Policy	Approved Q2	Policy and supporting procedure enable RBC's compliance with Awaab's Law ensuring that tenants are protected from hazards and have clear and timely communication on how hazards in their home will be addressed and the impact on them mitigated.
Aids and Adaptations Policy	Approved Q2	Clear guidance provided on how RBC will assist tenants seeking housing adaptations to their homes.

Sixteen operational procedures identified for creation and launch. Achievements to date include:

- "Follow on" Procedure: creates efficiencies in tighter turnaround times, reducing average time to complete a repair.
- Damp & Mould Procedure: this includes system changes to support diagnostics and timelines, aligned with Awaab's Law
- No Access Procedure: this includes system changes to count visits attempted to determine action, strengthening tenancy management.

Outcomes for tenants include:

- **The safety of tenants is considered in the design and delivery of landlord services.**
- **RBC identifies and meets legal requirements relating to the health and safety of tenants in their homes and communal areas.**

2. TECHNOLOGY & SYSTEMS

Milestone	Date	Outcomes for Tenants
Procurement of a new Asset Management system	August 2025	Supporting an accurate, up to date and evidenced understanding of the condition of RBC homes.
Project kick off for new Asset Management System. This include the migration of repairs and voids into the system and the integration of Total Mobile & Agresso	September 2025	Supporting the provision of an efficient, effective and timely repairs, maintenance and planned improvement service.
Additional phone line into the PRS team launched to further support customers	October 2025	Ensuring tenants can report repairs and maintenance issues easily.

3. COMMERCIALS & VALUE FOR MONEY

Milestone	Date	Outcomes for Tenants
Procurement Pipeline drafted, based on historical spend and aligned to the proposed HRA 30-year business plan	October 2025	The delivery of repairs, maintenance and planned improvements to homes is informed by the needs of tenants and provides value for money.
Commercial Manager Appointed to finalise and implement Procurement Pipeline in partnership with CHIC	November 2025	Materials and works are procured more efficiently. This helps reduce delays and improves the overall quality of service delivery.
Builders merchant tender launched, and supplier awarded. Anticipated cost savings of 2.6% of existing material spend	September - November 2025	Savings on material costs help protect investment in homes and can be reinvested into repairs and improvements.
Introduction of Schedule of Rates's with contractors within the maintenance teams. Industry standard estimates a minimum of a 20% saving on spend with contractors when scoping works using these codes	November 2025	Better value for money across repairs services.
First draft of new Budget Structure proposed for new financial year, providing clear ownership and accountability within teams	November 2025	Clear team responsibilities. Teams respond more effectively to tenant needs and prioritise resources where they are most needed. This supports transparency and long-term service planning.

4. OPERATIONAL PROCEDURES DEVELOPMENT

Procedure	Status	Outcomes for Tenants
Void end to end procedure; workshop held in order to improve processes and procedure.	In Progress	Void properties are safe and decent before re-let, supporting the provision of good quality, well maintained and safe homes for tenants.

Review of the Lettable Standard with tenants.

Out of Hour Procedure; workshop held, lone working devices distributed, trial to obtain cost benefits - November to December 2025.	In Progress	Addresses lone-worker safety and supports responsiveness outside normal hours, contributing to safe, reliable services.
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5. TENANT-FOCUSED OUTCOMES - SUMMARY

- **Safe, good-quality homes:** Through comprehensive safety policies (gas, electrical, fire, asbestos, lifts) and asset management, we aim to deliver the good quality, well maintained and safe homes for tenants
- **Timely, effective repairs & maintenance:** By establishing clear procedures, centralised reporting and timely follow-up through technology and resources, we aim to meet the requirement to provide “an effective, efficient and timely repairs, maintenance and planned improvements service”.
- **Transparent service delivery and accountability:** Through KPI monitoring, tenant panel involvement and management oversight, we promote transparency - enabling tenants to hold RBC to account in how their homes are managed and maintained. While the Safety and Quality Standard focuses on safety and quality, this approach supports the broader regulatory intent.
- **Long-term stock condition management:** With asset management software, physical assessments, data cleansing and structured procedures, we work towards maintaining an “accurate, up to date and evidenced understanding of the condition of their homes at individual property level.
- **Value for money and sustainable service delivery:** Through procurement strategy, cost savings and long-term planning, we aim to ensure resources are used efficiently - enabling continuous compliance and service