

Repairs and Maintenance Service Performance Update Report 2026

Housing LMB: 20/07/2026

HEN Board: 29/07/2026

Housing Scrutiny Commission: 07/09/2026

Lead Member: Councillor Cutkelvin

Lead director: Chris Burgin

Useful information

- Ward(s) affected: All
- Report author: Nilkesh Patel, Head of Service
- Author contact details: 0116 454 2505
- Report version number: - V1

1. Summary

This report provides an updated overview of the Repairs and Maintenance (R&M) Team's performance for 2025-26. It highlights ongoing and emerging challenges, including new legislative requirements (notably Awaab's Law Phase 2, HHSRS, and Decent Homes Standard changes), recruitment issues, and increased demand.

The report details recent achievements, key performance indicators, and outlines improvement action.

This report excludes health and safety compliance, which will be reported separately later in the year and will cover Asbestos, Electrical Safety, Fire Safety, Gas Safety, Lift Safety, and Water Hygiene.

All data within this report is accurate as of 28/05/2026.

2. Recommended actions/decision

It is recommended that the report is noted.

3. Scrutiny / stakeholder engagement

The report has been shared with the Heads of Service for Technical Services and Tenancy Management for comment. Repairs performance continues to be formally evaluated at:

- Social Housing Regulator Board –monthly
- Housing Senior Management Team Meetings – Quarterly
- Housing Lead Member Briefing – Bi-annually
- Housing, Economy and Neighbourhoods Board – Bi-annually
- Housing Scrutiny Commission – Bi-annually

4. Background and options with supporting evidence

General

The Council manages approximately 19,500 properties and 1,700 leaseholders. Services provided include:

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- Responsive repairs
- Emergency out of hours repairs
- Compliance works (Gas, Fire, Electrical)

- Pre-planned maintenance
- Void property renovation

Repairs are reported via:

- Compliance works (Council-driven)
- Responsive repairs (tenant-driven)
- Complaints/enquiries (tenant/Councillor-driven)
- Internally reported (proactive officer reporting)

Repairs fall into three main categories:

- Priority 1 (emergency, 24-hour SLA)
- Priority 2 (routine, 10 working day SLA)
- Priority 3 (programmed, 8–52 week SLA)

Additional categories exist, e.g. for damp and mould, dictated by policy or legislation.

Challenges

Challenges facing the Repairs & Maintenance (R&M) service remain relatively consistent and difficult to overcome. The R&M service continues to face persistent and new challenges:

- National skills shortages remain acute, impacting both direct recruitment and contractor capacity. The service currently has 28 vacancies, despite recruiting 26 operatives in the past year. The workforce plan is under constant review, with a strengthened apprenticeship programme and succession planning.
- New legislative requirements have increased workloads and compliance obligations. The phased implementation of Awaab's Law (Phase 2 from October 2026), the updated Housing Health and Safety Rating System (HHSRS), the requirement to undertake Electrical Installation Condition Report (EICRs) and changes to the Decent Homes Standard will require significant changes to processes, resourcing, and reporting. The team is preparing for mandatory reporting and tighter timescales for a wider range of hazards.
- Demand for repairs remains high, driven in part by heightened tenant awareness and changes in reporting channels. The introduction of the Decent Homes Standard update in April 2026 is expected to trigger a further increase in demand, particularly for issues relating to damp, mould, insulation, and safety.
- Contractor capacity is stretched, especially for specialist works. The procurement of a new long-term contractor is underway, with the aim of stabilising capacity by early 2027.
- Job cancellations and access issues persist, particularly for multi-visit and external works. The new repairs dashboard introduced in late 2025 has improved visibility of these issues, and targeted actions are being developed to address root causes.

Repairs

Key Performance Indicators

Key Performance Indicator	Actual (29/07/2025)	Previous Report
Repairs Outstanding*	8,394 ↓	9,240
Repairs Out of Category*	2,411 ↓	4,206
Percentage of all repairs completed within category	83% ↑	80%
Percentage of emergency repairs completed within category	95% ↑	92%

*Excluding damp and mould

As can be seen from the data above, there has been continued progress in reducing the outstanding works and improving completion rates. External works and window and doors remain the main source of outstanding repairs, though numbers have fallen by 9% since July 2025 in overall outstanding and a 42% decrease in out of category repairs. Internally, the focus has shifted to persistent routine repairs and quicker turnaround on programmed works, working closely with contractors to ensure the demands are met and focus is not lost.

The most notable decreases correlate to external works which since July 2025 has seen a decrease of 33% from 1,111 to 738 outstanding repairs which are out of category. We now continue to maintain this progress as well as focusing on other areas which are not progressing as positively.

Repairs Trends

Repairs Trends	2023-24	2024-25	2025-26 (actuals)
Repairs Raised	122,111	126,406	126,786 —
Repairs Complete	101,604	103,647	113,232 ↑
Repairs Cancelled	20,090	20,819	19,050 ↓
Repairs cancelled as a %	16%	16%	15% ↓

The table above shows good progress for repairs completed and a slight reduction in repairs cancelled, which will contribute towards reducing the overall repairs outstanding.

Repairs Profile for Priority 1,2 and 3 repairs

Repair Category	Number of jobs out of category	Average days job is out of category	Number of jobs over 12 months out of category	Number of jobs over 24 months out of category	% of repairs that have been visited
R1	0	0	0	0	100%
R2	1,893	93	0	0	67%
R3	502	123	162	0	63%

The table above shows work is still required to improve the overall position of the Repairs team; improvement actions are listed below in the report. However, as the overall repairs position continues to improve, so will the other metrics, such as wait times and satisfaction over a period as tenants feel satisfied and custom to our improvements. Our internal transactional surveys, completed following completion of jobs, does clearly demonstrate a satisfactory position for our tenants. Currently our performance is as:

Quality of Repairs: 76% satisfied
Resolved on 1st visit: 62% of repairs
Polite and Professional: 78% satisfied

Repairs Improvements

Following on from our last report, presented towards the end of Q2 2025, the Repairs team have continued to work through the improvements listed, as well as identifying further improvement opportunities.

Key improvement actions since the last report include:

- Further integration of new and specialist contractors, offsetting workforce shortages. Longer term procurement is ongoing to offset the challenges around contractor capacity being stretched,
- The works planning team continues to optimise scheduling and communication with residents, reducing missed appointments and improving satisfaction. This will be further improved once our new mobile working solution is live in November 2026 allowing for auto scheduling of works according to the skill sets of our operatives removing manual intervention where possible.
- Team structures have been refined to better respond to multi-discipline repairs and new compliance needs. Further changes are expected in November 2026 where we are looking to operate in a hybrid way including a geographical / city wide approach to handling repairs, which is expected to bring a better customer experience for our residents.
- The dashboard initiative launched in late 2025 has improved operational visibility and allowed for proactive intervention on trends, workforce planning, and demand spikes.
- Internal training on new legislative requirements has been accelerated in preparation for Awaab's Law Phase 2 and Decent Homes changes.

The Housing apprenticeship programme has been increased from 40 to 50 over the last few years to bolster our workforce planning strategy. This year, we have already had 7 qualified tradespeople join our service and we have recruited a further 13 apprentices who are due to start in September.

Repairs Projections

To project the reduction of outstanding out of category repairs, over the next 6 months. is difficult to achieve for various reasons, listed below:

- Staffing levels remain lower than anticipated
- Contractor capacity has been stretched with other priorities, i.e. damp and mould, EICRs
- Contractor delays in achieving optimum performance due to setting up processes and undertaking surveys
- Continued issues with no-access
- Awaab's law phase 2 going live from October 2026
- Housing Health and Safety Rating System (HHSRS) surveys increasing over the next 6 months resulting in increased reports of repairs.

Based on current performance levels, anticipated increases in demand and resourcing levels and increased contractor capacity, we are projecting by the end of April 2027 the number of out of category repairs will be reduced by 75% to close to 500 outstanding. At which point, we are confident we will be nearing completion of the procurement for a new large contractor to carry out void remedial repairs and move resources into responsive repairs in order to fully balance the service and re-establish a healthy level of outstanding repairs into the future.

Voids

As part of the improvements outlined around damp and mould within the report in April 2025, integration of damp and mould works within the voids process has become business as usual.

It is important to note that we often use the void stage to undertake our capital investment works, such as, kitchens, bathrooms, rewire and boilers. Also, where required, we remove asbestos containing materials while properties are empty as this is the safest time to remove it.

Voids Key Performance Indicators

Key Performance Indicator	Year end 2022-23	Year end 2023-24	Year end 2024-25	Year end 2025-26
Number of Voids (excluding projects, decants, RTL and supported living)	426	363	268	398
Number of Voids as a % of total housing stock	2.17%	1.85%	1.36%	1.92%
New Void to Let Time (days)	195	188	147	176

Target Let times (days)	87	63	54	65
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The above illustrates the positive voids journey over the last few years, this helps towards reducing rent-loss, providing decent homes for those in need, particularly in relation to homelessness and those staying in temporary accommodation. As expected, the last year has seen an increase in the number of voids outstanding as the team has embarked in supporting on meeting the timescales and requirements regarding Awaabs Law phase 1 and around outstanding damp jobs. Balancing the resources to ensure voids are returned at the earliest and managing emergency / significant hazard remedials within 24 hours and 5 working days, has been challenging.

A significant budget, of £2.1m, has been committed to supporting the reduction of void properties by ensuring a contractor oversees all the remedials, allowing for resources to support on responsive repairs further reducing current waiting times. We anticipate that these investments and operational changes will deliver tangible improvements including with shorter return to let times.

Damp and Mould

With the first phase of Awaab's law being introduced, successfully on 27th October 2025, the service is focusing on ensuring we continue to meet the legislative requirements, whilst continuing to reduce the current outstanding remedial repairs related to damp.

The Council continues to prioritise damp and mould remediation particularly where health concerns have been raised, in light of Awaab's Law.

Over the past 12 months we have made key improvements and undertook actions to reduce down our outstanding damp works and start delivering against Awaab's Law requirements. Improvements such as:

- Rapid response teams and specialist contractors are now standard for all (emergency) damp and mould jobs.
- A dashboard has been developed to allow real time tracking and case escalation.
- Proactive communication with tenants (calls, texts, visits) is embedded as business as usual.
- Multi-agency review meetings continue for complex or vulnerable cases.

Whilst the improvements are welcomed, the team are faced with challenges such as:

- The introduction of Awaab's Law Phase 2 (October 2026) extends mandatory response and reporting to a wider range of hazards such as excess cold and heat, fire and electrical safety hazards, falls (associated with baths, stairs and level surfaces) and structural instability. This will again require significant process changes and increased resources. The Council has been carrying out various workshops for the past few months with colleagues within Housing and wider services to ensure a collective approach is undertaken to meet the requirements. A detailed report on the council's response to Awaab's law phase 2 will be presented in November 2026.

- The revised HHSRS and Decent Homes Standard (2026) increase the scope of what must be investigated and remedied, especially for excess cold/heat, structural hazards, and safety.
- Cancellations and no-access issues remain, though improved resident communications are helping. We are in the process of developing an access strategy which aligns across the division on how to support access requirements. It is clear external works (roofing, pointing, etc.) continue to generate high volumes of damp related reports.

Performance as of 28/05/2026 for pre Awaab's law damp works:

Key Performance Indicator	Target	28/05/2025	Projection April 2027
Repairs outstanding	0	247	0
Repairs out of category	0	227	0 (by September 2026)

Performance as of 28/05/2026 for post October 2025 Awaab's law damp works is:

1. Volume of Cases

- **Total number of damp and mould reports received in the period:** 137
- **Active (open) inspection reports at period end:** 95, with 0 Emergency inspections outstanding.
- **Breakdown of open inspections by risk category (Emergency/ Significant):** 0 Emergency, 95 Significant.
- **Percentage of cases where initial inspection commenced within statutory timescales (e.g., 10 days):** 61.7% of significant hazards completed within 10 working days.

2. Timeliness of Response

- **Percentage/number of emergency hazard cases responded to/attended within 24 hours (in line with Awaab's Law):** 100% of hazards were responded to and works began within 24 hours.
- **Percentage/number of significant hazard cases responded to/attended within 5 working days following conclusion of investigation to make safe:** 74.5% of all significant hazards are attended to within 5 working days (or earlier) to make safe.
- **Percentage/number of cases where preventative works have started between 5 days and 12 weeks:** 87% of preventative works has within the prescribed timeframe.

3. Completion Times

- **Percentage of remedial works completed within set timeframes (24 hours high risk, 5 days to make safe for significant hazard and up to 12 weeks for any additional remedial works:** Of the emergency hazards identified, 62.5% are resolved within 24 hours. For significant hazards, 63.8% are made safe within the required timescales. Overall, 85% of all remedial works are completed within 12 weeks.

4. Outstanding Cases

Number and percentage of cases unresolved beyond statutory or policy timeframes: 720 outstanding cases, of which 247 pre-date the introduction of Awaab's Law. Whilst the current performance in regard to remedial repairs following a damp and mould report is not where we expect it to be, the improvements are clear to see with our outstanding and out of category repairs reducing.

The Council accepts this is not an ideal position and to address this we are in the process of increasing resources dedicated to damp remedial works, with additional capacity expected to be in place imminently.

Conclusion

The Repairs and Maintenance Team have achieved significant improvements in performance, with continued reductions in outstanding repairs and positive transactional feedback from residents. However, new and emerging legislative requirements, increased demand, and resource pressures present ongoing challenges. The service is actively adapting to these changes, with a focus on compliance, customer service, and proactive improvement.

More detailed reports on health and safety compliance and the council's response to Awaab's Law will be presented later in 2026.

5. Financial, legal, equalities, climate emergency and other implications

5.1 Financial implications

As an update report, there are no direct financial implications arising from its contents. Finance work closely to monitor the performance of the HRA and this is reported quarterly to OSC through the budget monitoring process. The challenges raised in this report, notably the work to continue the repairs programme whilst also meeting legislative requirements and respond promptly to cases of damp and mould, create budget pressures which will need to be managed by the HRA in-year and suitably reflected in future years' budgets.

Signed: Jade Draper, Principal Accountant

Dated: 08/07/2026

5.2 Legal implications

This is a performance update, and while obviously the remit of it is incredibly broad and the legal implications of not complying with the legislation are widespread, as a report per se reporting on performance, there aren't any particular legal implications arising.

Signed: Zoe Iliffe, Principal Lawyer

Dated: 13/08/2026

5.3 Equalities implications

Under the Equality Act 2010, public authorities have a Public Sector Equality Duty (PSED) which means that, in carrying out their functions, they have a statutory duty to pay due regard to the need to eliminate unlawful discrimination, harassment and victimisation, to advance equality of opportunity between people who share a protected characteristic and those who don't and to foster good relations between people who share a protected characteristic and those who don't. Protected Characteristics under the Equality Act 2010

partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation. The Equality Act 2010 protects tenants from discrimination in housing, including in relation to repairs.

This report provides a performance update for the Repairs and Maintenance service for 2025–26. Whilst there are no direct equality implications arising from the recommendation to note the report, the delivery of repairs services has an indirect impact on tenants with protected characteristics. Delays in repairs and poor housing conditions, particularly damp and mould, may disproportionately affect vulnerable groups including older people, disabled people, those with long-term health conditions, and households with young children.

The introduction of Awaab's Law and ongoing service improvements, including prioritisation of high-risk cases and enhanced communication with tenants, are expected to have a positive impact by improving response times, accountability, and the overall quality of housing conditions. Increased compliance should lead to the provision of better quality services to Council tenants through enhanced consumer standards, which will have a positive impact on all of the Council's tenants across all protected groups. Repair processes should be transparent, with clear communication and information provided to tenants about their rights and responsibilities.

Signed: Equalities Officer, Surinder Singh, Ext 37 4148

Dated: 6 July 2026

5.4 Climate Emergency implications

In some instances, the timely completion of repairs and pre-planned maintenance may contribute to the continued energy efficiency of properties and resulting reduced carbon emissions. As Awaab's Law is phased in, there may be specific opportunities presented to improve energy efficiency in respect to remedial work that addresses excess cold and heat hazards.

Signed: Phil Ball, Sustainability Officer, Ext 372246

Dated: 8th July 2026

5.5 Other implications (You will need to have considered other implications in preparing this report. Please indicate which ones apply?)

6. Background information and other papers: N/A

7. Summary of appendices: N/A

8. Is this a private report (If so, please indicate the reasons and state why it is not in the public interest to be dealt with publicly)? No

9. Is this a “key decision”? If so, why? No