

Repairs and Maintenance – Self-Assessment Form

May 2026



This form details our response as a landlord to the recommendations in the Housing Ombudsman’s spotlight on Repairs and Maintenance (“Repairing Trust”) published May 2025.

Government

No	Recommendation	Comply:	Evidence, commentary and any explanations
1	Independent funding review Government should commission an independent review to find a sustainable financial settlement for the social housing sector. This should: a. balance fair rents with long-term certainty to deliver a new, more ambitious Decent Homes standard b. support to accelerate the refurbishment of estates rather than temporary measures c. propose universal maximum repair time to reduce postcode lottery d. enhanced tests for accessing affordable homes grant to ensure growth is sustainable against future maintenance costs and takes into account the landlord’s track record on safe and decent homes	N/A	Recommendation relates to national government, no action for RBG needed

2	Review barriers to modernising maintenance Government should examine barriers to modernising maintenance, from skills and training to procurement, alongside exploring opportunities for greater collaboration to improve services.	N/A	Recommendation relates to national government, no action for RBG needed
3	Establish a statutory resident advocacy body Government should create a national resident representative body to enhance accountability. This body should be placed on statute to protect and advocate for tenant interests. It should benefit from grant-funding, transparent information on landlord performance on repairs and support local resident groups and/or board members. It should also be able to set codes of conduct for operatives responsible for repairs.	N/A	Recommendation relates to national government, no action for RBG needed

Systems

No	Recommendation	Comply:	Evidence, commentary and any explanations
4	Implement advanced information management Landlords should ensure they know their residents as well as their homes and use this information to	Partial	We are transforming how we manage repairs by putting residents at the heart of our service. Our goal is to make repairs fully trackable and give residents more control,

	manage service delivery. This includes considering the information needed to support the core objectives of a high-quality, modern repairs and maintenance service. This may include allowing residents to track and reschedule appointments.		including the ability to book and reschedule appointments online. We already send SMS updates for bookings and changes, and our medium-term vision includes a dedicated phonenumber and self-service options. To support this, we are introducing a modern document management system to keep records accurate and accessible. We have redesigned our damp, mould and condensation processes to improve information quality, and in 2025 we began a review of how we record resident vulnerability so we can provide better support. These changes are part of a wider transformation programme to deliver a high-quality, modern repairs service. We record resident vulnerabilities through a vulnerability list, which is kept up to date through weekly circulation. This is accessible to officers who need this information to perform their roles. These markers are also recorded on the database, NEC Housing, against the occupant. We have recently implemented a new vulnerability policy and we intend to explore further opportunities to improve the processing of and access to this valuable data.
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Data and analysis

No	Recommendation	Comply:	Evidence, commentary and any explanations
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5	Collect and analyse service-impacting data Gather qualitative and quantitative feedback to better analyse their repairs service and share with governance and MRC periodically.	Yes	We are committed to using data to drive continuous improvement in our repairs service. Our Repairs and Investment transformation programme includes a dedicated data workstream that develops dashboards to monitor performance and identify trends. We analyse complaints, disrepair cases, service data, tenant satisfaction measures, and resident feedback to understand what matters most. This insight is shared through governance forums, including the Repairs and Damp & Mould Assurance Board, the Landlord Compliance Group, and the Overview & Scrutiny Committee. We have partnered with DG Cities to deepen our analysis and prioritise investment where it will have the greatest impact. Our Senior Leadership Team champions a culture of evidence-based decision-making, ensuring that data informs every step of service improvement.
6	Leverage insights for service improvements Use insights gained from data analysis to drive meaningful changes that enhance the repairs and maintenance service for residents. This should help identify any underlying factors stopping a high-quality repairs service. This may include issues such as failure to gain access, repeated resident contact for reassurance, or exceeding reasonable repair timescales and appointment frequencies.	Partial	We are using data-driven insights to make repairs more efficient and responsive. Our Power BI dashboards break down repairs and damp and mould cases by trade, helping us track demand and allocate resources where they are needed most. This approach ensures that investment decisions are based on real evidence. We also monitor patterns such as missed appointments and have changed our process to offer new appointments in person rather than treating them as follow-up actions. These improvements are part of our commitment to using data not just for reporting, but to deliver

			meaningful changes that enhance the resident experience. We have identified issues with failure to gain access to properties and we have changed the process to mean we have fewer failed appointments. The reliability of our resident data is variable. Currently, we update our information reactively. We intend to implement tenancy audits after nine months of a new introductory tenancy at first, with a general aspiration to audit all tenant information we hold around every year. When we have an opportunity to do structured communication en masse, we endeavour to use this as an opportunity to update resident contact information; for example, using Gov.uk Notify to send SMS messages to our tenants; where the system tells us the numbers are invalid, we remove them from our systems.
7	Conduct learning exercises post-contract termination When a repairs or maintenance contract ends, conduct an in-depth learning exercise. Use the insights gained to improve future contract management practices or inform any reprocurement. This includes how the complaints team will support recovery of any repairs backlogs.	Yes	We take every opportunity to learn from the end of a contract so we can improve future delivery. When a repairs or maintenance contract ends, we carry out a full demobilisation exercise to ensure a smooth transition and prevent disruption for residents. Lessons from past contracts have shaped our approach, including strengthening client-side resources and providing dedicated project management support during changeovers. We now have a contract manager backed

			by senior leadership to oversee performance and maintain standards. Regular weekly and monthly meetings with contractors help us monitor progress, address issues quickly, and share feedback. We also use Power BI dashboards to track repair jobs in real time, starting with occupied repairs and damp and mould, and expanding to voids. Complaints and compliments are reviewed at these meetings to ensure resident feedback informs our decisions. These steps help us maintain trust and deliver a consistent, high-quality service.
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Policy and procedures

No	Recommendation	Comply:	Evidence, commentary and any explanations
8	Collaborative policy review Involve residents in reviewing repairs and maintenance policies to ensure alignment with the recommendations in this report.	No	We recognise the importance of involving residents in shaping our repairs and maintenance policies. While we have not yet consulted residents specifically in relation to the recommendations in this report, we are committed to improving this. We already have structures such as neighbourhood panels and resident forums, and we plan to build on these to ensure residents have a meaningful voice in policy development. For example, our resident panel currently reviews standards for lettable properties, and we aim to extend this approach to repairs policies. This will help us align our policies with resident priorities and deliver services that meet their expectations.

9	Develop and review a code of conduct Create and promote a Code of Conduct for all staff and contractors visiting residents' homes. Regularly review this code with resident involvement and consider any relevant national or sector guidance, especially by any future national resident body.	Yes	In July 2025, we introduced a Repairs Staff Code of Conduct that sets clear expectations for how staff and contractors should behave when visiting residents' homes. This code ensures that every interaction reflects respect, professionalism, and a commitment to delivering a high-quality service. We will continue to review the code regularly and involve residents in this process, so their views shape the standards we uphold. By doing so, we aim to maintain trust and align our practices with national guidance and best practice.
10	Involved procurement design Engage residents in designing the procurement criteria and process for selecting repairs and maintenance contractors.	No	We recognise the importance of involving residents in decisions that shape our services, including the procurement of repairs and maintenance contractors. While residents were not involved in the procurement process during summer 2024, we are committed to changing this. Our future approach will include opportunities for residents to help design procurement criteria and influence how contractors are selected. This will ensure that resident priorities are reflected in the standards and expectations we set for our partners.
11	Establish a damage compensation procedure Implement a clear procedure to determine responsibility for replacing or compensating damaged items.	Yes	We have a clear Housing Compensation Procedure that ensures residents are treated fairly when items are damaged. If a resident reports damage, we investigate the circumstances and determine responsibility based on evidence and the principle of fairness. Where appropriate, we reimburse residents for the cost of damaged items. This process is designed to provide

			timely resolutions and maintain trust, with decisions made on the balance of probabilities to ensure consistency and transparency
12	Clarify repairs procedures Ensure repairs policies include: • documented justification, adhering to legal obligations, including around hazards, for deferring responsive repairs in anticipation of planned works • a detailed schedule for complex works, including anticipated timelines, shared with residents before commencement	Partial	We aim to make our repairs processes clear and transparent for residents. For complex works, we provide schedules and engage with residents on scope, form, and timing. For damp and mould cases, we issue repair schedules and supporting information to keep residents informed. While we do not currently have a formal process linking responsive repairs to planned works, we are working on improvements. This includes developing a database to coordinate planned and responsive repairs and creating a resident panel to share updates on capital works. Where legal obligations apply, we prioritise completing responsive repairs even when planned works are scheduled. Our goal is to set realistic expectations and provide timely, accurate information so residents understand what will happen and when.

Quality assurance

No	Recommendation	Comply:	Evidence, commentary and any explanations
13	Implement robust quality assurance processes Develop comprehensive quality assurance processes to evaluate completed works, ensuring they meet established standards.	Partial	We have an established quality assurance framework to ensure completed repairs meet required standards. Currently, 10% of complex works are fully inspected, with smaller jobs subject to spot checks at key stages (start, mid-point and completion). Void properties are 100%

			inspected before sign-off, and all contractor damp and mould works over £3,000 are subject to 100% post-inspection. To strengthen and standardise this approach for occupied repairs, we are enhancing our post-inspection processes within NEC. This includes the automatic creation of post-inspection tasks when jobs are marked complete, reducing the risk of missed inspections and improving auditability. We are also introducing targeted inspection triggers for higher-risk scenarios, including repeat repairs, damp and mould cases, historic quality concerns, and contractor performance risks. A mixed approach will continue, with automated inspections for contractor works and supervisor-verified inspections for DLO activity. We have reinforced the expectation that post-inspections take place immediately after job completion to avoid loss of access and evidence quality. Where inspections are undertaken but not consistently recorded, system prompts and clearer accountability are being implemented to improve compliance and ensure reported performance accurately reflects activity. In parallel, we are upgrading systems to support photographic evidence and digital sign-off, and are formalising a comprehensive quality assurance
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			procedure to provide consistent standards across all work types.
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Communication and relationships

No	Recommendation	Comply:	Evidence, commentary and any explanations
14	Communication strategies Review communication to ensure it is timely, transparent, tailored, and the tone is respectful of residents.	Yes	We are committed to clear, timely, and respectful communication with residents. For high-rise buildings, we are developing tailored communication strategies and have appointed four Resident Liaison Fire Safety Officers to provide dedicated support and encourage two-way conversations on safety. We contact residents before major works begin and keep them informed throughout. Our website has been updated with building and fire safety information, including mandatory reporting tools, and we continue to improve its content. Beyond safety, we use a range of channels to keep residents informed, including personalised letters, our quarterly Talk Housing magazine, and social media updates during service disruptions. We have shared information on damp and mould, contractor changes, and performance against Tenant Satisfaction Measures. We are also exploring modern tools such as WhatsApp and QR codes to make communication faster and more accessible. Future plans include automated text updates, a single phonenumber, and online self-service options for

			booking and tracking repairs. These improvements are shaped by resident feedback and case studies, ensuring our communication meets residents' needs and builds trust.
15	Publicise maintenance and improvement plans Regularly publish and update planned maintenance and major improvement programmes as they evolve.	Yes	We keep residents informed about planned maintenance and major improvement works as programmes evolve. Updates are shared regularly through social media and other communication channels, and our Resident Liaison Officers lead engagement throughout the life of each project. We aim to provide clear and timely information without overpromising at the early stages, recognising that plans can change as works progress. This approach ensures residents know what to expect and have opportunities to engage before work begins.
16	Address communication gaps Consider mandatory communication training for operatives or contractors and test effectiveness via feedback.	Yes	We want every interaction with residents to be clear, respectful, and professional. To support this, we provide communication training through e-learning modules on our corporate Learning Management System. Our recent training needs analysis highlighted tone and letter writing as areas for improvement across all levels of service. We are now reviewing whether to make communication training mandatory for operatives and contractors and will use feedback to ensure it is effective. These steps will help us strengthen the quality and consistency of our communication with residents.

17	Facilitate feedback sharing Establish mechanisms for sharing feedback about performance outside the Key Performance Indicator (KPI) process. Include discussions on successes, emerging issues, and potential improvements.	Yes	We are committed to creating opportunities for feedback beyond formal performance indicators. Internally, we hold quarterly Repairs and Damp & Mould Assurance meetings chaired by senior leaders, alongside discussions at local management meetings, the Landlord Compliance Group, and the Directorate Leadership Forum. These forums allow us to share successes, address emerging issues, and identify improvements. For residents, engagement has been more limited, but we are taking steps to change this. We have previously shared performance information at neighbourhood forums and through a dedicated Housing Performance and Improvement Panel meeting in 2023. Going forward, we aim to build regular opportunities for residents to review performance and contribute ideas for improvement, ensuring their voices shape the way we deliver services.
18	Develop trust recovery plans When a repairs or maintenance contract is terminated, implement a recovery plan to rebuild trust among affected residents.	Yes	Contract termination is on our risk register as part of a procurement exercise for new contracts. We use multiple contractors and procured these in order to mitigate the risk of any one contractor failing. We manage contractor performance proactively to maintain trust with residents. If a contractor underperforms, we act in real time to address issues and ensure repairs continue without disruption. Our approach includes robust client-side contract

			management and careful oversight of the work allocated to contractors. In the event that trust is affected, we would implement measures to rebuild confidence, supported by lessons learned from our recent transformation programme for the Direct Labour Organisation (DLO). These improvements have strengthened accountability and enhanced the quality of service we deliver.
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Training

No	Recommendation	Comply:	Evidence, commentary and any explanations
19	Invest in operative training Commit to a cyclical training programme for operatives, ensuring they remain informed about evolving technologies. Encourage contractors to adopt similar training practices.	Partial	We are committed to equipping our operatives with the skills and knowledge they need to deliver high-quality repairs and adapt to new technologies. Our contractors already have robust training programmes, and we complement this with our own initiatives. We have introduced environmental sensors in around 150 homes under a pilot scheme to monitor conditions such as damp, mould, and heat, and all staff involved in installation and data analysis have been trained. This helps us target investment where it is most needed We also explore technology that makes life easier for residents, such as using WhatsApp to share information and prioritise works. To support our teams, we run twice-weekly drop-in sessions for trades staff to help with

			mobile devices and systems like GoMobile for updating repair jobs. Additional training covers fire safety, asbestos checks, and digital tools such as Teams Enterprise and NEC Housing. We have created a technology masterclass to build confidence in using Council systems, and all training resources are available on SharePoint for easy access. Finally, we are developing a Repairs and Investment induction e-learning module for new starters to ensure consistent standards from day one. We are reviewing our programme of mandatory training; this is a data-led piece of work.
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