

Housing Repairs and Maintenance Service Improvement Plan

South Kesteven District Council Improvement Plan – November 2020

	Issues Raised	Comments	Proposed Actions	Timescales	Resources	Finance Budgets	RAG Rating
1.	Last Stock Condition Survey completed 2009. There have been sample Stock Condition surveys by internal surveyors, these are however not consistent in detail and amount completed from year to year.	Good Practice suggests comprehensive Stock Condition survey should be completed every 5 years. It is proposed that 100% external and internal surveys are commissioned due to the time elapsed.	Develop draft specification, and through the framework secure necessary selection of consultants to complete survey.	Specification completed. procurement underway Commence stock condition survey to commence April 2021 estimate completion October 2021.	HRA budget to meet costs of survey.	Costs to be met by HRA and revenue growth bid submitted as part of budget process.	
2.	Effective I/T compliance monitoring, solution required for managing compliance requirements across key area of Housing Technical services.	Initial scoping work followed by Officer demonstrations of products to ensure I/T solution for compliant monitoring is fit for purpose.	Invited compliant monitoring providers to demonstrate solutions week commencing 21 st September 2020.	Complete scoping and selection of preferred product completed, and proposal submitted. Implementation target of January 2021.	Identify financial and internal resource required to acquire, install, train, and deploy new software.	Budget requirement to be included in HRA.	
3.	Complete structure of	Review paper on the core issues for both	Liaised with HR to appoint Interim	Full implementation of structural	Short term costs of Interim Head of	Initial cost increases to fully implement	

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	Housing Technical services, creating a Strategic Housing service centre and appoint Interim Head of Technical Services.	service areas presented. Initial view on proposals positive. Further progress on Strategic Housing required.	Head of Technical Services. Interim Head of Housing Services has been appointed.	amendments if supported by Chief Executive by January 2021, subject to recruitment timeline, approvals, and notice periods.	Technical Services. To be contained within 2021 budget envelope for HRA	structural changes including Strategic Housing and cover Interim Manager. To be identified through reporting process	
4.	Review overall affordable housing development programme required to ensure more efficient deployment of HRA resources.	Review direct investment priorities for affordable homes. submission of preferred development partner status with Homes England submitted.	Complete review and Homes England status to reduce overall development costs by securing grant application done.	Complete investment review, and present revised housing development investment plan covering a three-year horizon.	Resource impacts review should reduce overall direct HRA capital needs as grant is awarded and programme more focused. These resources can then be re allocated for other HRA compliance and improvement priorities.	Budget needs within HRA for new Affordable homes to be reduced. New three year programme proposals to be submitted to members for approval.	
5.	Significant preparatory work to select new integrated I/T housing system has been achieved and reviewed required. Budget to be reviewed to acquire, train,	Likely requirement for project team for this complex initiative to be managed. Review of initial specification, and work completed to understand total costs, and better define internal resource needs, and	Review, plan, cost review, timeline accurately, and establish resource needs to manage implementation.	Review, timeline, establish project team, then procure and implement system from preferred supplier including training etc it is initially estimated this will take 2 years.	Project team to be established from internal resources, although full time project manager may be required.	Cost to be met by HRA budget.	

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	and implement new system.	total costs. Then necessary Cabinet report.					
6.	Complete Choice Based Letting (CBL) and allocation review process and achieve introduction of revised policy and CBL solution including training and full and detailed consultation.	Significant work on process for acquiring new CBL solution completed. Consultation, Cabinet, and costs along with practical timeline still to be confirmed	Review work completed, draft project plan and report to Cabinet as required to complete procurement.	This is a complex project, consultation on policy changes likely to extensive. Also, selection of new CBL system to be considered in context of new Housing Management system. Timeline summer 2021.	Project team to be established likely same as for Housing Management system. Final system requirement for CBL to be secured. Intensive consultation needs to be fully understood.	Costs to be met by HRA budget.	
7.	Capital improvements programme priorities for 21/22 financial year agreed and including potential new environmental priorities. For example, a fencing programme, windows, door entry systems,	To understand how current priorities are agreed and implemented. Details from any stock condition activities will not be received for many months. However, there is a need to improve homes and estate environments. So 21/22 financial year to be transition year	Agree revised programme of priorities and adjust HRA budget as required, with the Portfolio Holder and advise Members. Assess procurement impacts and capacity as part of process.	Realign budget priorities for the HRA in time to implement from April 2021. Agree Procurement needs.	To be clarified and confirmed as part of process of revision.	To be confirmed after programme priorities revised and new Housing development programme proposed. There may need to be a review of procurement capacity.	

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	works for FRA'S, lift maintenance, and electrical certification.	ahead of new Asset Management Plan is developed.					
8.	Complete review of core housing Key Performance Indicators and customer standards for Housing service. To include key issues such as void times and performance, jobs out of time, compliance services, housing management, etc.	This area of activity has not yet been reviewed fully, with the procedures and key data to be looked at. Audit report identifies key risk areas.	Begin process of review and then agree priorities for action.	Completion December 2020. Separate voids performance report on recommendations to improve performance issues to emerge Jan 2021.	No resource impacts identified at this time.	None currently, but objective to improve performance outputs and compliance reporting. Possible revenue increase expected as void times are reduced, and more homes for letting to those on waiting list.	
9.	Review key reports and activities, performance issues underway. This includes the independent Consultants report relating to Riverside.	New executive summary and recommendations approach for reporting to members agreed for Riverside.	Presentation to Rural and Communities OSC 12 th November 2020. Then Governance and Audit and finally Council to receive report 26 th November 2020.	Complete final draft presentation arrangements and agree with Portfolio Holder.	Impacts and full recommendation implementation complete from October 2020.	Outcome awaited following OSC, Governance and Audit and full Council. Tenant letter to be sent to all tenants, engagement with Regulator commenced.	
10.	Grounds maintenance contract review.	Meeting to review contract structure.	Complete review of specification and cost base.	Review commences October 2020 and	Impacts to be assessed and resources agreed.	Addition costs to be met by HRA budget.	

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				complete November 2020.			
11.	Wider issues of non-compliance identified by Internal Audit report recently received. Complete contract review and ensure all procurement for core contracts renewed is in place.	Initial meeting with Auditor completed and comments to auditor in October.	Submission of dates to deal effectively with risk issues to auditor by first week October 2020 completed. Final report issued by Auditor.	Process of improvement will deal with those high-risk noncompliance issues and early H&S issues that can be managed effectively without delay. These to be reported to members and tracked through Leader meetings and is underway.	To be fully assessed Some capital programme adjustments and budget adjustments being made as part of budget process.	To be fully assessed. The revised Asset Management Strategy and HRA Business plan will complete the total budget impacts these expected November/December 2021.	
12.	Complete review of all key strategy documents including Tenancy Strategy, Housing Strategy, strategy, Asset Management Strategy, and HRA Business Plan.	Work plan to be agreed and confirmed around strategy reviews, this includes audit report dates for key strategy needs.	Complete full review of key documents and identify full work plan and timelines.	New strategic documents, will emerge throughout 2021.	No resource impacts identified at present. Additional resources to assist with project support for driving forward compliance improvements to be agreed.	None identified at present. Task and Finish Group established time allocations being estimated currently and staffing budget amended accordingly.	

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13.	Sheltered housing compliance and operational review required.	Work plan to be agreed to review Sheltered housing services, currently under consideration.	Establish areas of urgent review around service provision and compliance needs by October 2020, completed.	Initial instructions issued and work being monitored and tracked by Leader Group.	No resource impacts identified yet but new resources highly likely to improve services, technology solutions etc.	Complete thorough compliance review and agree new service levels costs to be offset in part by new Service charge policy if approved. Budget adjustments 2021/22 will be necessary but difficult to assess at present ahead of critical FRA inspections.	
14.	Empty Homes Strategy.	The Council does not have an up to date Empty Homes Strategy and this will be drafted to rectify this position.	Once drafted and if approved by Council this will come to the housing team to deliver.	Draft Strategy early 2021.	Strategy to be drafted internally with officers from other departments so no resource implications on housing service until it is adopted when resource issues to be identified.	None identified at present. It maybe possible for the Council to secure additional funding to bring its empty homes back into use the Homes England bidding process. This requires strategy to be approved.	

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15.	Preferred developer status for Homes England grant.	An initial application has been submitted to the Council for Home England consideration.	There will need to be a review of any documents from legal if the Council is accepted and to look at the draft contract.	Initial application has already been submitted. Outcome known early 2021	No resource impacts identified currently.	None identified at present, this could provide the Council with additional funding streams if we are successful.	
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