

South Kesteven District Council Improvement Plan – 19 November 2021

Ref Number	Issues Originally Raised	Comments as of November 2020	Up to date Position	Timescales	Resources	Finance Budgets	RAG Rating
T1	Last full Stock Condition Survey completed 2009. Sample Stock Condition surveys by internal surveyors been undertaken annually, but not consistent around detail and numbers.	Good Practice suggests comprehensive Stock Condition survey should be completed every 5 years. Given elapsed time since last comprehensive survey at SKDC propose 100% external surveys and 100% internal surveys commissioned ASAP.	<p>Surveys commenced May 2021 but due to IT delays during mobilisation the survey rate has been slow – 1151 complete as at 15.10.21 (18%).</p> <p>The Project Co-ordinator has started conducting some analysis and it has been established that we are experiencing a high level of no access. The access procedure has been reviewed are looking to publicise the importance of the stock surveys to our tenants to improve our access rate. At this time access has only been provided to a third of the properties we have attempted to survey.</p>	<p>Contractor commenced surveys 24<sup>th</sup> May. The revised full stock condition survey completion date is now March 22.</p> <p>Early results should be available from September/October 2021 to allow a one-year capital programme for 2021/22.</p>	HRA budget to meet costs of survey. Julie Martin is now overseeing this project. Project Sponsor will be new Assistant Director. Costs for survey initial estimate £780k.	Budget approved by Full Council in December 2020.	

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			We are continuing to have issues with access for the stock condition survey. We have a meeting planned with the contractor to look at how the changes made have been implemented and what else we can do to improve access.				
T2	No current and effective IT solution for monitoring and managing compliance requirements across key area of Technical Services.	Initial work to scope out and then secure demonstrations of products to ensure IT solution for compliant monitoring and management complete.	Work is ongoing on the legionella module, however due to the Water Hygiene contractors IT systems, manual updates will be required. The legionella module has been completed however the information required from the Water Hygiene Contractor is	System installation completed for Fire, Gas & EICR's.  We are discussing the Quality Assurance inspections for gas and electric with Propeller but these will incur an additional cost as they are not	System is operational and data for core compliance issues being loaded.	Budget approved. Costs £76k 20/21 financial year then £39k per year.	

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			<p>not in a format which is compatible with the system. This means that the information will have to be loaded manually. The contract between the Council and contractor is being reviewed.</p> <p>The priority remains the management of fire actions. We have now included a specific module to track fire assets e.g. fire extinguishers and fire doors, to enable specific monitoring and servicing.</p>	<p>included within original spec as they are currently developing this. Any other additional modules will be at extra cost.</p>			
T3	Complete Restructure of Housing Technical Services and propose Strategic Housing service.	Review paper on the core issues for both service areas presented. Initial view on proposals positive. Further progress on	Proposed restructure of Technical Services being considered alongside restructure of Housing Management to release capacity for business improvement function.	Appointment of Permanent Head of Housing Technical Services Completed. Management posts one filled by	New HOTS Commenced 5 <sup>th</sup> July. Secondment into Repairs Manager and Compliance Manager posts,	Budget for complete restructure to be finalised and approval sought.	

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	Seek to appoint new Interim Head of Technical Services as priority.	Strategic Housing centre required.	No response to advertisement for Capital Investment Manager, internal cover being used (Development Manager) options being considered under broader restructure of landlord service.	secondment - one to fill. Restructure ongoing and due to complete March 2022.	and cover for other posts arranged.		
D1	Review overall affordable housing development programme required to ensure maximisation of investment through direct HRA funding.	Review direct investment priorities for affordable homes, and complete application and submission for Preferred Development Partner Status with Homes England.	Council awarded Development Partner Status December 2020. Re-focused housing programme confirmed to meet local needs. Start on two sites (Bourne and Stamford) delivering 12 units in 21/22.	Completed.	HRA Capital and Revenue budget refocused to refreshed programme and to be able to respond to findings of stock surveys.	HRA balanced budget 21/22. New 3 year HRA budget to be established after new Asset Management Plan and HRA Business Plan. New Pro Val appraisal model now operational.	

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HM1	Significant preparatory work to select new integrated HM IT system has been achieved. A review of this work initially required. Current budget is inadequate to acquire, train, and implement new system. So, need to review.	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 total costs.	Northgate implementation paused Summer 2021 to review, plan, costs, scope, and await senior management recruitment and re assess resource needs to manage a future implementation. Report to CMT 24.11.21 to agree project implementation and procurement method	Initial review of specification and budget completed. New budget established £1m and has been approved in HRA 21/22 and future years to fully implement a new Northgate system. It is planned to go out to framework procurement December 2021, evaluation January 2021, with system go-live April 2023.	Project team to be established from internal resources, recruit Project	Budget approved in HRA for 21/22 and future years projections.	

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HM2	Complete Choice Based Lettings and Allocation review process and achieve introduction of revised policy and CBL solution including training.	Significant work on process for acquiring new CBL solution completed. Consultation, Cabinet, and costs along with practical timeline still to be confirmed.	Consultation on CBL carried out during the first 3 weeks of September – surveys sent out & workshops undertaken. The consultation closed on 19/09/2021. Discussion paper to Communities Overview and Scrutiny Committee meeting early 2022. Members briefing discussion in January.	Consultation on introduction of CBL to commence September 2021. IT software system to be purchased to support CBL, this has not commenced yet. We will be seeking approval for a revised Allocations Policy in April next year and implementation of CBL by October 2022.	Identified project team for consultation work and to initially focus on CBL introduction and staff training. Report to Cabinet to follow.	Budget to support CBL included in overall budget approval.	
T4	Agreed essential revised capital improvements programme for 21/22 financial year. This to include potential new priorities such as fencing programme, windows/door	Need to better understand how current priorities are agreed and implemented. Detail from any stock condition activities will not feed through for many months, but a need to improve	Agree revised programme priorities for the HRA budget. Assess procurement impacts and capacity as part of process. Completed. The Project Manager for the Earlesfield Estate project started 16 August 2021 and	Contracts under procurement as required. Full HIP plan to be confirmed, subject to financial impacts of Earlesfield Estate improvement needs and asbestos removal.	Additional project management and staffing required. Other resources acquired through use of external and internal resources.	Completed Approved HRA budget for 2021 includes resources to meet procurement and project management needs, but to be reviewed. Revised capital requirements to be reported though	

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	entry systems, FRA's and electrical certificates.	homes, and estate environments are critical. Priorities for fencing and door entry systems are being progressed. Windows and door installations have stalled due to procurement, however urgent need is being met under another contract. The Earlsfield project is making good progress and is currently out to tender.	work has started on the project plan – tender documents complete as at 21.10.21.  Further one year holding capital programme for 21/22 in development as part of budget setting. Additional capital bids for Compliance works and Fire Compliance have been submitted to ensure that we can continue progressing in these areas.			Council's democratic process.	

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HM3	Complete review of core housing KPI and customer standards for Housing service. This to include key issues such as void times, jobs out of time, compliance etc.	This area of activity has not yet been reviewed fully, procedures and key data needs to be interrogated. Audit report identifies key risk areas.	Strong relationship with T2 above – to follow scoping IT solutions. Work progressed with Management Team service level indicators and targets.	Completed in part ongoing work to complete full housing dashboard tasks subject to IT solution to be completed.	New resource needs to be identified to develop a housing dashboard.	Budget required in place from current establishment costs.	
T5	Review key reports and activities, performance issues underway. This includes P&C Report relating to Riverside.	New executive summary and recommendations approach for reporting to members agreed re Riverside.	Presentation to Rural and Communities OSC October 2020. Completed. Still awaiting HSE report.	Update on compliance progress and issues to Rural and Communities Overview and Scrutiny Committee's December meeting.	Still awaiting HSE report.	All completed and actions taken where appropriate. Still awaiting HSE report so unable to complete fully until this is known including budget impacts.	



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HM4	Grounds maintenance contract review.	Meeting to review contract structure.	Completed review.  Possible service charge recovery being considered together with specification level as part of budget setting 21/22.	New contract commenced 1 <sup>st</sup> April 2021. Monitoring by way of new client contract resources.	Impacts assessed and agreed. Contract progressing well. Some contract staffing issues being monitored.	Budget agreed and included in 21/22 budget significant uplift approved for better spec.	
T6	Wide issues of non-compliance identified by Internal Audit report recently received. Complete contract review and ensure all core contracts renewed and in place.	Initial meeting with Auditor completed. Agreed actions but now need to complete completion target dates for final report circulation work plan around longer term needs to be agreed especially around contract arrangements. Comments made to Auditor October.	The Housing Audit has been completed and the draft report confirms the progress and work completed to date. The report is due to be presented to December's Rural & Communities Overview and Scrutiny Committee and was presented to Governance and Audit Committee on 20.10.21	Review of compliance issues monitored through Housing Compliance Group. Necessary updates then through democratic process.	Further IA of compliance due in 22/23. Housemark to be engaged to benchmark compliance performance in 22/23.	Good progress has been made in several key areas. Audit review identifies. Work to continue. Implementation of Propeller system nearing completion. Core data being loaded.	

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HS1	Complete review of all key strategy documents including Tenancy Strategy, Asset Management Plan, HRA Business Plan etc.	Work plan to be agreed and confirmed around strategy reviews, this includes audit report dates for key strategy needs.	Complete review of key documents and identify work plan and timelines. Revised Tenant engagement Strategy planned. Housing Customer Feedback Policy approved at Cabinet 13 July 2021. Implementation underway.	New strategic documents, likely to emerge throughout 2021. Void Update (including work on the re-let standard) and Housing Compensation Policy due at Cabinet in 2021/22.	No resource impacts identified at present.	None identified at present. When stock condition outputs known then resources to be reviewed re Asset Management Plan, and new HRA Business Plan.	
HM5	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. Reviewing management system and processes. Updated separate action plan appended, with RAG rating. Upgrade of hardwire alarms to digital platform underway. Installation of lifelines,	Review presently underway in respect of Sheltered Housing management and process arrangements for alarm services and new LHP service from 1 <sup>st</sup> May 2021.	Resources reviewed and new partner LHP selected for Lifeline and sheltered housing schemes. New risks identified around smoke alarm and hard-wired systems identified. Contract to resolve	Savings achieved by reviewing Lifeline monitoring arrangements. These to be re invested into service improvements and cover costs of risks recently identified.	

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			carbon monoxide detectors in place. Signage in communal areas being installed.		commences July 2021.		
T7	Review Asset Management Plan and HRA Business Plan.	This is a document that can only be drafted once the outcome of the stock condition survey is determined.	Stock Condition Survey required. One-year capital budget for 2021/22 to be developed using initial stock condition survey findings. Spend for next year's capital programme is being sense checked whilst we are awaiting the full results of the stock condition survey. This will enable some work to be completed whilst full analysis takes place.	Stock Condition Survey underway. Asset Management Strategy to be developed as survey data is analysed. The Target date for completion of this work is end of March 2022.	Awaiting Stock Condition outputs.	Budget allocated for survey. Asset Management Plan and HRA plan to be developed with internal resources.	
HS2	Empty Homes Strategy.	The Council does not have an Empty Homes Strategy	EH Strategy drafted and with legal for comment. Supported by Rural and Communities Overview	Draft Strategy to Cabinet in 2021/22.	Senior housing policy & strategy officer	Budget impacts of strategy to be assessed.	

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		and one will be produced.	and Scrutiny Committee in October 2021.		tasked to write EH policy.		
D2	Preferred Developer Status for Homes England grant.	An initial application has been submitted by the Council for Home England consideration.	Application completed after reviewing submission details.	Initial application submitted. This has been approved.	First application for grant to be made ASAP in 21/22.	Any provision of grant will reduce call on HRA capital requirements by up to 30% per scheme.	
HM6	Engagement with Tenants to inform and seek views on service standards/and Quality issues in accordance with Housing Act Provisions required.	Initial review of technology solutions to provide contact, and feedback on receipt of services, including intelligence gathering capabilities re tenant attitudes and priorities required.	Review existing tenant consultation, and engagement strategy and then to be developed. Rant and Rave software in build phase. This has been delayed by a month due to other pressures and demands on key stakeholders.  Working Party developing "the Big Listen" – STAR survey to complete by March 2022 to inform HRA Business Plan	Technology acquisition through the Government procurement G Cloud. Implementation from June 2021.	Technology preferred solution selected April 2021. Completed. Contract documentation approved. System to be built from June 2021 and operational July 2021.	Necessary funding for technology solution budget estimated at £35k. Now approved. Implementation phase underway.	

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			development in 2022/23.				

Reference Number Key:

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T	Technical Services
HS	Housing Services
D	Development
HM	Housing Management