

Housing Improvement Action Plan

v6 May 2022

Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress update					
										Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
HIAP1	Current IHMS inadequate	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	Self assessment Nov 20 and ongoing	Procurement and project implementation	Framework procurement in HRA for 21/22 December 2021, evaluation January 2021, with system go-live April 2023.	Budget approved in HRA for 21/22 and future years projections.	ADH		+	Specification complete, out to tender	Various clarification questions responded to, evaluation of returns due last week in January. Tenders received for evaluation to be completed w/c 24th January.	Evaluation and moderation completed, planning stakeholder demonstration sessions with successful bidder.	Cabinet approved the contract award on 29th March. 95% of staff agreed that the system was a positive step with the remainder unsure. Project manager interviews 06.04.22.	Project Manager appointed, internal project team identified. External data consultancy interviews next week. Contract documentation in process of finalising and signing.	Contracts signed. Project kick off meeting completed, external data consultant in place to aid with data extract. Project team across the directorate and key internal stakeholders drawn up consisting of 12 members.
HIAP2	Allocations based on offers, not CBL	Consultation on CBL carried out during the first 3 weeks of September – surveys sent out & workshops undertaken. Discussion paper to Communities Overview and Scrutiny Committee meeting early 2022. Members briefing discussion in January.	Self assessment Nov 20 and ongoing	Complete Choice Based Lettings and Allocation review process and achieve introduction of revised policy and CBL solution including training.	April 2022 Policy; Launch October 2022	Costs TBC	ADH		=	Draft Allocations Policy circulated internally for review	Draft policy still in progress, procurement options under consideration would appear that direct award may be easiest route.	No change.	Public Consultation concludes April 15th 2022.	Consultation sessions with elected members complete and final version post consultation due to go to Cabinet July 2022.	No change
HIAP3	Lack of performance management framework allowing real-time, automated information	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.	Self assessment Nov 20 and ongoing	Service blueprints provide key Pis, agreed by management team. Strong link to IHMS project	April 2023 full roll-out	Existing resources	DHP		=	Service blueprints complete	No further actions completed.	No further actions completed.	No further actions completed.	No further actions completed.	No further actions completed.
HIAP4	Grounds maintenance contract review.	Uncertainty around VFM and contract management anecdotally poor	Self assessment Nov 20 and ongoing	Clear roles for contract management as part of Estate Management function		Budget agreed and included in 21/22 budget significant uplift approved for better spec.	HofHS		=	Service blueprints complete	Being taken forward inline with the agreed Service Blueprints - ongoing.	An ongoing piece of work, consultation with tenants to form part of the Big Listen survey.	Awaiting consultation responses with other work going on from a corporate point of view to support.	Report was delivered at O&S on the 28th April. Ongoing	Ongoing
HIAP5	Lack of strategy and policy framework	Complete review of key documents and identify work plan and timelines. Revised Tenant engagement Strategy planned.	Self assessment Nov 20 and ongoing	Complete review of key documents and identify work plan and timelines based on risk. Aids and Adaptations Policy, Right to Buy Policy, Compensation Policy and Rechargeable Repairs Policy in first tranche.	Complete first tranche July 2022	Existing resources	ADH		+	Void Policy and Re-let Standard at Cabinet 13.01.22	Policy framework reviewed by senior team. Policy workplan agreed and in progress.	No change delivery of plan ongoing.	No change delivery of plan ongoing.	No change delivery of plan ongoing.	No change delivery of plan ongoing.
HIAP6	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.	Self assessment Nov 20 and ongoing	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	Jul-22	Existing resources	DHP (supported AD Finance)		=	Stock condition survey ongoing; Big Listen survey will give tenant views and is planned this financial year.	Evaluation of Big Listen procurement in progress w/c 24/01/22. Stock Condition survey position 46% completion, 69% of blocks and 43% of dwellings.	Awaiting data from Stock Condition and Big Listen Survey.	No change.	Stock condition survey information being interrogated, Big listen results pending.	Big Listen report signed off, work commencing to draft AMS. Staff consulted on priorities at recent all staff briefing sessions.
HIAP7	The Council does not have an Empty Homes Strategy		Self assessment Nov 20 and ongoing	Draft complete	Apr-22	Existing resources	DHP		+	Supported by Rural and Communities Overview and Scrutiny Committee in October 2021.	On Forward Plan for 29 March 2022.	No change.	Strategy approved by Cabinet - complete.	Complete.	Complete.

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HIAP8	Engagement with Tenants to inform and seek views on service standards	Lack of real time feedback	Self assessment Nov 20 and ongoing	Rant and Rave procured	Apr-22	Budget approved	HoTS		+	Technical and capacity issues preventing full roll out until January 2022.	Further technical work progressing.	Work continues to enable completion and roll out.	Our transactional satisfaction monitoring system 'Rant & Rave' has been launched with initial feedback to be shared with RSH this month. We shall utilise learning from responses to inform future direction.	Rant & Rave feedback being received and is informing our continuous improvement philosophy. So far we have a satisfaction score of 4.2/5 from 152 responses, our sentiment score is 3.8/5.	219 completed interactions so far; Satisfaction score remains stable at 4.3/5 Sentiment score is 3.8/5.

Homes Standard

v6 May 2022

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/914576/Home_Standard_2015.pdf

Regulatory Reference	Summary	Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress update					
												Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22
1.1a	ensure that tenants' homes meet the standard set out in section five of the Government's Decent Homes Guidance and continue to maintain their homes to at least this standard	HS1	Lack of Void Policy and Relet Standard	Holding relet standard issued Jan 21.	Self Assessment Nov 20	Adopt Policy and Relet Standard	Jan-22	Existing budget adequate	ADH		+	Consultation Rural and Communities OSC complete Dec 21; on Cabinet agenda 13.01.22	Policy and standard adopted at cabinet Jan 2022.	No change.	Complete.	Complete.	Complete.
		HS2	Lack of stock condition information	Last full Stock Condition Survey completed 2009. Sample Stock Condition surveys by internal surveyors been undertaken annually, but not consistent around detail and numbers.	Self Assessment Nov 20	Commission full stock condition survey in 2021/22	Mar-22	£780k Budget approved by Full Council in December 2020.	HofTS		+	Access has improved to just below 40%. The access procedure has been reviewed and we have publicised the issue of no access in our tenant newsletter. We now have 7 surveyors working on the contract to ensure that the project will complete on time.	Access rates increasing to 52%. We now have nine surveyors working on the contract. We have revised our tenant letter to provide a greater level of urgency to enable access. We have a procedural meeting to iron out a few inconsistencies and we have a contract meeting later this week to keep pushing for positive progress, the lifting of COVID restrictions will further enhance completions and access.	Access rates improving, we now receive weekly no access lists which are then actioned by our Tenancy team. We have agreed for additional surveyors to be brought in to enhance completion rates on a sole condition survey basis removing the EPC element this should guarantee 80% completion of stock.	No change	Initial term of Stock Condition surveys now complete with a total of 70% completion across all property, dwellings 65%. The remainder shall form the first tranche of our ongoing four year programme.	Currently interrogating data to inform HRA Business Plan.
		HS3	Revised capital improvements programme for 21/22 and future financial years. This to include potential new priorities such as fencing programme, windows/door entry systems, FRA's and electrical certificates.	Heavily dependent on Action 2	Self Assessment Nov 20	Revised capital programmes based on previous years and emerging issues.	Jul-22	Budget setting 2022/23	ADH		=	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.	No change.	No change.	No change	No change.	No change.
		HIAP6	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.	Self assessment Nov 20 and ongoing	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	Jul-22	Existing resources	DHP (supported AD Finance)		=	Stock condition survey ongoing; Big Listen survey will give tenant views and is planned this financial year.	Big Listen tender evaluation w/c 24th Jan.	Big listen contract procured with survey being finalised, aim is for 25% return rate. We shall be utilising all 12 TP questions as advised by RSH. Final questions to be shared as an appendix at February's meeting.	Big Listen online survey complete and postal survey now issued. Reports due early May.	Awaiting Big Listen report and feedback, Rant & Rave data shall also be utilised.	Big Listen report now received, additional report shared on Regulator questions.
1.1c	in agreeing a local offer, ensure that it is set at a level not less than these standards	HS4	No local offer	Not a requirement; low priority pending relaunch of tenant engagement function and result of "Big Listen" survey	Self Assessment Dec 21						=	Pending	Will be revisited after results have concluded from the Big Listen Survey.	No change.	No change.	No change.	No change.
1.2a	provide a cost-effective repairs and maintenance service to homes and communal areas that responds to the needs of, and offers choices to, tenants, and has the objective of completing repairs and improvements right first time	HS5	Anecdotal evidence of poor service, lack of pre and post inspection, lack of benchmarking, limited stock condition information.	Service blueprint and restructure to clarify roles and resources, strong link to IHMS procurement and process reviews; confusing number of contractual terms for trades team	Self assessment Nov 20 and ongoing	Restructure; identify and improve processes on a risk basis; IHMS procurement; training and performance management	Jul-22		DHP		+	Service blueprint complete, consultation diarised; external HR support to rationalise T&Cs of trades team; temporary resource for inspections from January 2022	Trade contracts to be rationalised and meeting held with Trades Union. Informal work on restructures continues	Contract rationalisation going well with continued Trades union support and input.	New JDs and recruitment to Tech Services Management team progressing. Trades and unions meetings booked during April with a view to finalise new Trades Contracts by May.	Restructure plans ongoing and nearing finalisation to then implement.	Restructure almost finalised, trades collective bargaining ongoing with postal vote currently underway.
1.2b	meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.	HS6	No effective IT solution for monitoring and managing compliance requirements	Fire, gas and electrical priority	Self Assessment Nov 20	Propeller System procured and launched 2021.	Apr-22	Budget approved. Costs £76k 20/21 financial year then £39k per year.	HofTS		=	System installation completed for Fire, Gas & EICR's. 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. We have been working with Propeller to develop the functionality of the data.	Module to record passenger lift compliance nearly complete. Asbestos Module to monitor compliance progressed, to be completed in the next weeks. Fire Asset Tag module complete.	Continuing to embed system in day to day operations.	No change.	No change, we continue to validate data sources. Working towards Total Compliance Mgt approach with a single version of the truth across all systems.	Work ongoing
		HS7	Sheltered housing compliance and operational review required.	Separate Action Plan	Self assessment June 21		Apr-22				+	Separate Action Plan	Separate Action Plan	Separate Action Plan	Separate Action Plan.	Separate Action Plan.	Separate Action Plan.

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		HS8	Wide issues of non-compliance identified by Internal Audit report	Delivery of key Audit recommendations	Audit report November 2020 and October 2021	Close monitoring of KPIs; reporting to Scrutiny Committees	Apr-22	Existing resources	DHP		=	Latest Audit presented to December's Rural & Communities Overview and Scrutiny Committee and was presented to Governance and Audit Committee on 20.10.21.	No change.	No change.	No change.	No change	Remaining key action is adoption of a Repairs Policy. On track for Cabinet September 2023.
2.1.1	<i>shall ensure their tenants are aware of the reasons for any period of non-compliance, their plan to achieve compliance and then report on progress delivering this plan.</i>	HS9	Provide information and reassurance for tenants regarding regulatory notice and improvements	Information and updates provided on service of notice	Self Assessment Nov 20	Ongoing	Ongoing	Existing resources	DHP		=	Skyline December 2021 - full annual report, water hygiene and access for repairs, and article on engagement with RSH.	No change.	No change.	No change, Summer edition in progress of being planned.	Summer edition in compilation draft due mid May.	Summer edition finalised, final draft attached
2.2.1	<i>ensure a prudent, planned approach to repairs and maintenance of homes and communal areas. This should demonstrate an appropriate balance of planned and responsive repairs, and value for money. The approach should include: responsive and cyclical repairs, planned and capital work, work on empty properties, and adaptations.</i>	HS10	Anecdotal evidence of poor service, lack of pre and post inspection, lack of benchmarking, limited stock condition information.	Service blueprint and restructure to clarify roles and resources, strong link to IHMS procurement and process reviews	Self assessment Nov 20 and ongoing	Restructure; identify and improve processes on a risk basis; IHMS procurement; training and performance management	Jul-22	Existing resources	DHP		+	Service blueprint complete, consultation diarised.	Informal restructure work continues.	No change.	New JDs and recruitment to Tech Services Management team progressing. Trades and unions meetings booked during April with a view to finalise new Trades Contracts by May.	Rationalisation of trades contracts going well, initial offer well received via collective bargaining. Vote due in next 10 days.	As above union decided to conduct postal vote so result shall be delayed until mid June.
2.2.2	<i>co-operate with relevant organisations to provide an adaptations service that meets tenants' needs.</i>	HS11	Engagement with OT service haphazard, general approach is to complete adaptations regardless of practicality	No clear policy on Aids and Adaptations	Self assessment December 2021	Adopt Aids and Adaptation Policy	Apr-22	Existing resources	HofHS		+	First draft circulated internally for review	Policy in draft for this with established timeline for implementation. There is a meeting to consult with Occupational Health 25/01/22.	Consultation has been undertaken with OTs no comment for change was happy with policy. Due to go out for 2 week consultation on website w/c 21st Feb. EIA complete.	Policy going to Rural O&S in June 2022.	Policy going to Rural O&S in June 2022.	Policy going to Cabinet in July 2022.
2.2.3	<i>Asbestos Action Plan.</i>	HS12	Coordinated action plan to mitigate current asbestos risks, ensure constant data management moving forward.	Action plan	Self assessment May 22	Action identified on plan	Dec-22	Existing resources	HofTS		+	N/A	N/A	N/A	N/A	N/A	Version 1 of action plan agreed and shared with Regular, working progress.