

Housing Improvement Action Plan

v10 Oct 2022

Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress update				
										Jun-22	Jul-22	Aug-22	Sep-22	Oct-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 December 2021, evaluation January 2021, with system go-live April 2023.	Budget approved in HRA for 21/22 and future years projections.	ADH		+	Project ongoing, existing database copied to enable data extract template creation and validation. Project team focusing on process and procedures to ensure a fit with new system. Robust project plan drawn up.	No change, remains on target.	Continued strong progress with this significance IT project. Monthly internal project team meetings allow progress to be monitored, both budget and timeline are "green" status with the implementation date of April 2023 remaining a challenging but achievable goal.	Currently on track major milestone in the last month was the import of our initial data to the configuration system which went well. All aspects of the project remain green.	On track and full update provided within papers.
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		=	Allocation policy at Cabinet 12 July to consider approval (link - <a href="http://moderngovsvr/ieListDocuments.aspx?Cid=164&amp;Mid=4270&amp;Ver=4">http://moderngovsvr/ieListDocuments.aspx?Cid=164&amp;Mid=4270&amp;Ver=4</a> ).	Approved. Implementation plan now under development.	Approved. Implementation plan now under development.	No change.	CBL system procurement is underway.
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		=	Complete.				
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		=	Ongoing	Ongoing - procurement underway.	Ongoing as part of the broader corporate project.	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		+	No change delivery of plan ongoing.	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)		=	Focused meetings taking place to scope plans and formulate drafts.	Initial assumptions shared, further work on compiling stock information in progress.	Implications of the rent setting standard being considered, with a cap on the rent increase in April 2023 considered likely. Continued work on analysing the stock condition, especially in the context of retrofit, continues.	Consultant and Housemark engaged for HRA Business Plan development and initial meetings taken place. HRA BP due for adoption first quarter 2023.	No change - ongoing.
HIAP7	The Council does not have an Empty Homes Strategy		Self assessment Nov 20 and ongoing	Draft complete	Apr-22	Existing resources	DHP		+	Complete.	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		+	Rant and Rave latest as of 1/7/22; Satisfaction score = 4.6/5 Sentiment score = 4/5 Both aspects improving, results shared with teams at recent all service briefings. Continues to reinforce that customers are satisfied once they receive their property or repair, main negativity surrounds wait times and communication which both form a big part of the improvements planned with our system changes.	Rant and Rave continues to show satisfaction of 4.2/5, engagement within our sheltered schemes continue.	Rant and Rave continues to show satisfaction of 4.5/5. Workshops and events are being held in the Council's Sheltered Schemes.	Winter edition of SKyline in development. Rant and Rave transactional feedback score continues at 4.5/5.	Winter edition of SKyline in development and articals in draft format. Rant and Rave transactional feedback score continues at 4.5/5 as detailed withn additional report.

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		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		+	Complete and annual surveys to continue.					
		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		=	No change.	No change.	This action forms part of the work on the HRA Business Plan (HIAP6).	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)		=	Commencing compilation of information to inform future drafts.	Initial assumptions shared, further work on compiling stock information in progress.	Initial assumptions shared, further work on compiling stock information in progress	Work ongoing with data from stock condition.	No change.	
1.1c	<i>in agreeing a local offer, ensure that it is set at a level not less than these standards</i>	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						=	No change.	No change.	No change.	No change.	No change.	No change.
1.2a	<i>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</i>	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		+	Trades collective bargaining complete with agreement to proceed with single consistent job description across all operatives. Restructure awaiting final sign off.	No change.	No change.	No change.	Restructure underway with consultant commenced 1.11.22, 30 day consultation on proposals, currently 27 vacancies.	

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1.2b	<i>meet all applicable statutory requirements that provide for the health and safety of the occupants in their homes.</i>	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		=	Work ongoing, revisiting master/slave data sources to ensure one version of the truth.	Work ongoing.	Continued background work, linked to the build of the new IHMS system. This action will form part of the improvements to the Council's Asset Management System (APEX) planned for 2023/24, that will ensure consistency of system hierarchy across both Housing Management and Asset Management Systems.	Work ongoing with master and slave data relationships agreed between our IHMS and AMS 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.	Continued improvements, with training delivered to all front line staff on person centred risk assessments and personal evacuation plans for tenants.	Sheltered housing review in HRA BP from April 23. Ongoing operational management improvements being embedded, including quality checks by team leader of PEEPs / PCRA's.	Review ongoing with further training for staff members and the over all schemes.
		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		=	No change.	No change	No change	Initial draft of repairs policy to be shared internally Q3 2022/23.	Draft repairs policy to be taken to Cabinet in April 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		=	Summer edition sent to all tenants	No change	No change	Winter edition of SKyline in planning stages with regulatory compliance performance data to be included along with further reinforcement on the need to allow access to undertake regular checks and maintenance.	Winter edition of SKyline is underway with our housing and communications team.
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		+	Collective bargaining result positive with a majority vote passed to adopt single trades contract. Implementation timeline of contract terms 30 days from formal sign off. Restructure of teams to provide an enhanced overview of trades output along with an area based team structure to promote healthy competition.	Awaiting contract sign off by Trade Union.	Contract now signed off by all parties and new terms and conditions introduced.	Awaiting final sign off and launch of restructure.	Restructure signed off and consultant commended 1.11.22 with staff members.

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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		+	No change, paper written awaiting Cabinet date in October.	No change.	Pending a formal report, Officers have engaged with LCC Occupational Therapist services (adults and children) and adopted sector good practice predicated on the Council making best use of its housing stock.	New complex case panel set up to manage new aids and adaptations cases.	Embedding new approach.
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		+	New team members have pulled together a cross directorate Asbestos Working Group to ensure an enhanced consistency of approach.	Asbestos Action Plan implemented.	Asbestos Action Plan adopted and rolled out, demonstrated by sustained 100% performance. Now "business as usual" and can be closed.	Complete.	