

Housing Improvement Action Plan

v17 May 2023

Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress update				
										Jan-23	Feb-23	Mar-23	Apr-23	May-23
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	+	Initial go-live delayed due to finance interface issues which we are working hard to resolve, go-live to be as soon as we have confidence in interfaces.	Work ongoing to resolve issues towards a go-live date.	Following the announcement by the supplier that the system shall not be further developed has left us to decide our future direction.	Contract variation signed and approved, revised Go-Live date agreed as 13th of November 2023.	Project plan circulated to the Board and agreed.	
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	=	Contract with HUUME has been signed and recruitment for a project manager underway.	Implementation underway, with budget and roles being finalised.	Project Manager appointed and project plan being finalised.	Project plan underway. Initial training delivered drafts for changes to Policy in progress awaiting approval.	Project plan agreed and key milestones commenced.	
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	=						
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	=	In source model agreed by Cabinet February 2023.	Consultation linked to service charges with tenants imminent.	Service charges to be introduced October 2023 following consultation and adoption by Cabinet.	Service charges to be considered at Cabinet in September 2023, following the consultation and review of relevant committee.	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	+	Forward plan is discussed at each managers meeting along with the progress of policies. The policy framework is being reviewed to ensure it is still accurate and any changes required.	Reviewed policy framework discussed at the housing managers meeting on 3/3/23, with further changes to be made.	Final changes and comments being made to the policy framework document by managers.	Final version awaiting political input following recent elections.	Final version still awaiting political input following recent elections.	
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)	=	Working is ongoing and consultants engaged.	Ongoing.	Draft HRA Business Plan received and feedback from team is being work on. Further partnership meeting in April with consultants and team.	HRA business plan changes being made internally and meeting with consultants this month.	Changes ongoing with the business plan for the draft to be finalised this month.	
HIAP7	The Council does not have an Empty Homes Strategy		Self assessment Nov 20 and ongoing	Draft complete	Apr-22	Existing resources	DHP	+						

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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 & Rave 898 interactions scoring 4.4/5.	Rant & Rave 973 interactions scoring 4.5/5. Next edition of SKyline first planning meeting scheduled for April 2023.	Rant & Rave 1000+ interactions scoring 4.5/5. Next edition of SKyline first planning meeting scheduled for this month and initial ideas drafted.	Rant & Rave in excess of 1,100 interactions scoring 4.5/5. First planning meeting complete and draft awaiting approval.	Rant & Rave in excess of 1,200 interactions scoring 4.5/5. SKyline draft awaiting approval.	

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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	Green	+					
		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	Yellow	=	Awaiting outcome, expected February / March 2023.	Capital programme approved at full council, awaiting SHDF bid outcome March 2023.	Full bid approved enabling energy works to 332 properties. Contract discussions ongoing with mobilisation due within 6-8 weeks.	Ongoing.	Fire Compartmentation contract awarded at Cabinet in May 2023
		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)	Yellow	=	Ongoing, sourcing contractor for continued surveys to cover 20% of stock annually, report going to Council FEDCO OSC on use of survey data.	HRA business plan in draft form, on forward plan for scrutiny May/June 2023.	HRA business plan in draft form with further changes being made from team feedback, on forward plan for scrutiny in June 2023.	HRA business plan further changes underway and meeting with the consultant this month.	Finalisation of draft in preparation for consultation with tenants and members
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					Green	=	Tenant engagement strategy is being reviewed and feedback from Big Listen.	Engagement strategy on the forward plan for development and adoption.	This years TSM survey is being planned for completion in July 2023 with the work for the new engagement strategy ongoing.	TSM survey procured through Acuity.	TSM survey to be issued 3rd of July with report due Sep/Oct
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	Green	+	New structure adopted and recruitment underway. Last vacancies been advertised.	Structure adopted and final recruitment underway.	Phase one of the restructure complete.	Phase two of the restructure pending, this is for the areas not covered in phase one.	Phase two has been delayed awaiting political input following recent elections.

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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	Yellow	=	Work ongoing, to be linked to new IHMS system after go live.	System use ongoing integration to IHMS in near future post go-live.	Ongoing.	Options being considered and review for compliance and interfacing possible to IHMS system.	Current options being reviewed with the systems contract coming to an end.
		HS7	Sheltered housing compliance and operational review required.	Separate Action Plan	Self assessment June 21		Apr-22			Green	+	Procurement being looked into by the Head of Service.	In early procurement stages.	Procurement ongoing.	Initial conversations with external consultant in progress.	Consultant being considered for the review.
		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	Yellow	=	Finalisation of draft in readiness for Rural OSC in April.	Finalisation of draft.	Finalisation of draft and design prior to consultation.	Final draft with wider management team prior to political and tenant consultation.	New housing Scrutiny meeting convened by members, initial meeting held to agree scope and points to be covered
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	Green	=	No change.	First planning meeting scheduled for April 2023 for summer Skyline edition.	Meeting scheduled for this month for Skyline to identify content and timeline for compilation.	Timeline agree and work underway for documents to go into Skyline, this will include a compliance section.	Draft Skyline edition for Summer is being reviewed for approval.
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	Green	+	New structure adopted, changes ongoing for implementation.	Links to IHMS go-live.	Restructure embedding well with workflow development ongoing, KPI suites identified on service plans.	Recruitment to first positions within phase two of restructure ongoing.	Phase two has been delayed awaiting political input following recent elections.

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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	Green	+					
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	Green	+					