

Housing Improvement Action Plan
v19 July 2023

Action number	Issue	Detail	How identified	Action to address	Target	Budget	Lead Officer	RAG	Direction of travel	Progress update				
										Mar-23	Apr-23	May-23	Jun-23	Jul-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	Yellow	+	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.	Progressing well, environments built, new PM starting on the 13th of July 2023.	New PM started in July 2023 and project is on track for go live in November 2023.
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	Green	=	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.	Project ongoing according to the plan.	Project progressing well, letter has been sent w/c 7th August 2023 to all residents advising the need to reapply and to all Councillors to ensure they are informed.
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	Green	=					
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	Green	=	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.	Work commenced for reviewing the service charges and ongoing.	Service charge review ongoing, clear roles confirmed in 2022 for Estates Officer.
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	Yellow	+	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.	Work plan identified, THC (Total Housing Compliance) suite of policies on the forward plan for November 2023.	Policy framework agreed with Heads of Service and all compliance policies identified (THC) outlined on the housing forward plan.
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	=	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.	Changes still in progress and estimate timeline is October Cabinet for review.	HRA BP ongoing and timeline remains the same.
HIAP7	The Council does not have an Empty Homes Strategy		Self assessment Nov 20 and ongoing	Draft complete	Apr-22	Existing resources	DHP	Green	+					

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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 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.	Rant & Rave in excess of 1,300 interactions scoring 4.5/5. SKyline magazine printed and delivery in progress. TSM survey ongoing with Acuity.	Rant & Rave in excess of 1,400 interactions scoring 4.5/5. SKyline magazine for Summer 2023 circulated to tenants and on the website. TSM survey ongoing with Acuity.

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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	+						
		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	=	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.	SHDF bid confirmation and recurring to the posts required.	PM for the SHDF rollout has been recruited to and supporting posts underway.	
		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)	=	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	Ongoing.	HRA business plan being finalised with internal departments.	
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					=	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	TSM survey ongoing, good take up so far.	TSM ongoing with residents.	
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>	HSS	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	+	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.	Phase two restructure due for completion September 2023.	Phase two restructure yet to commence and will start around September 2023 onwards.	

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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	=	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.	We are aware of the importance of this strand of work, once the IHMS is live we shall then commence the Asset Mgt system upgrade, all data validation regarding stock numbers shall be via the IHMS data.	Ongoing.	
		HS7	Sheltered housing compliance and operational review required.	Separate Action Plan	Self assessment June 21		Apr-22			+	Procurement ongoing.	Initial conversations with external consultant in progress.	Consultant being considered for the review.	Consultant has started and review underway.	Review of sheltered properties underway and findings from consultant expected around September 2023.	
		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	=	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	First Housing O&S scheduled for the 13th of July.	External audit on compliance area received and action plan in draft. The first Housing O&S took place in July 2023 and successfully updated on current compliance activity, voids and allocations policy amended in line with CBL.	
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	=	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.	Summer Skyline approved and completed.	Skyline for Summer has been circulated updating on compliance areas, changes in damp and mould and other key areas. There has also been a update to Housing O&S in July 2023 which is accessible to all through ModernGov.	
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	+	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.	Phase two sign off September 2023	New IHMS system underway with expected 'go live' date November 2023 and staffing to be confirmed in phase two, expected sign off in September 2023.	
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	+						

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2.2.3	Asbestos Action Plan.	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	+						