

# Housing Transformation Programme progress

April Housing Improvement Board meeting

Susmita Sen

# Vision, Direction & Transformation Plan for the directorate

Workstream Outcome	Live Projects for April 2023	Workstream Lead	Timeframe	Project progress since January 2022
A Vision & Mission is developed which provides strategic direction and Transformation of the directorate is governed and resourced appropriately. The strategic direction of the directorate will be further developed in the Housing Strategy.	1.3 Housing Strategy	Lara Ashley/Velvet Dibley	Completed by September 2023	Identification of key internal and external drivers completed. Fourth draft of priorities and objectives completed. Draft pre-consultation and consultation plan developed.

# Governance & Information Management

Workstream Outcome	Live projects for April 2023	Project Lead	Timescale	Project Progress since April 2023
To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management	2.1 Revised Performance Framework and Business Intelligence	Velvet Dibley	January-September 2023	Finalized list of KPIs collected across the directorate collated. Draft KPIs created for DMT and Housing Improvement Board. Performance meeting held with Housing Improvement Board. Readiness to collect against revised tenant satisfaction measures for reporting for Q1 2023/2024.
	2.4 Review of Tenant Involvement Structures	Tommy Madrell	Completed by July 2023	Draft project brief and project plan completed. Map of existing tenant and leaseholder involvement structures created. Engagement session held with Housing Improvement Board. Interdependencies with Resident Engagement Strategy identified.
	2.5 HRA ringfence review & HRA service charges (Financial Governance Review)	Velvet Dibley/Orlagh Guarnori	Completed by June 2023	The HRA budget and business plan was approved by Cabinet on the 22 <sup>nd</sup> February 2023, including 15 SLAs for service areas.

# Customer Excellence

Workstream Outcome	Live Projects for April 2023	Project Lead	Timescales	Project Progress since January 2022
To have implemented a new way of operating as a directorate which puts the residents at the heart of service delivery, engages with them effectively and respectfully meeting all expectations of the tenant involvement and empowerment standard.	3.2 Resident Engagement Strategy	Mary Larbie	July 2023	Benchmarking exercise completed to identify best practice. Gaps identified through self-assessment exercise. Action plan for engagement with residents and other stakeholders completed.
	3.4 Customer Information Review	Mary Larbie	November 2022 - April 2023	Protected characteristic customer information identified aligning with Census 2021. OHMs gap analysis completed to identify gaps in existing equalities data.
	3.7 Customer Service Training	Mary Larbie	January 2023 - March 2024	The project brief has been drafted, with a project group formed, conducting initial engagement with corporate L&D.
	3.8 Customer Learning & Review of Process	Mary Larbie	January 2023 - March 2023	Analysis of complaints issues and themes continued. Additional Business Improvement resource secured.

# Customer Excellence

Live projects at April 2023	Project lead	Timescales	Progress since January 2023
3.9 Stop Social Housing Stigma	Mary Larbie	February 2023 - TBC	Meeting held with Chair of TLP to discuss next steps in supporting SSHS. Good practice information sought from pilot scheme.
3.10 Consumer Standards review	Mary Larbie	December 2022 - TBC	Moderation meetings have begun for relevant managers to discuss their self-assessment submission to identify further strengths, weaknesses and areas of significant risks.
3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	January 2023- April 2023	A cross-Council development of Ground Maintenance Service Level Agreement has begun with standards based on Housemark standard.
3.15 NEC	Mary Larbie	Feb 2022 - December 2023	Train the trainer activities commenced. Internal comms plan established. Ongoing communication activities with residents re. new housing system. Continued planning for post go-live product delivery

# Long-term Homes & Neighbourhood Planning

Workstream Outcome	Live Projects at April 2023	Project Lead	Timescales	Workstream Progress since January 2023
A longer-term plan for the management of Assets including Regina Road, LPS tower blocks and other potential regeneration sites. To have structured the Estates and Improvement division to deliver on the Asset Management strategy and Housing Strategy taking into account the neighbourhood plans that deliver on a holistic view of our communities.	4.1 Regina Road	Robin Smith	2022 - 2032	Consultation period completed on 26 <sup>th</sup> January. Report approved by Cabinet on 22 <sup>nd</sup> March. Ballot to be held on Council's preferred option to ballot and re-build. Landlord offer published and distributed on 27 <sup>th</sup> March. Financial modelling progressed by Savills. Provider appointed to organize ballot.
	4.2 Resolution Programme for LPS Blocks	Robin Smith	2022-2032	Project working group established. Letter sent to all LPS blocks following Regina Road March Cabinet report. Financial modelling progressed for South Norwood LPS blocks.
	4.3 Development of an Asset Management Strategy	Stephen Tate	2023 - 2033 (skeleton strategy 1st April 2023)	Stock condition surveys commenced 27 <sup>th</sup> March. Timeline agreed for additional stock condition surveys to be mobilized in June.
	4.4 Estates & improvement restructure	Robin Smith/Stephen Tate)	Nov 2022 - April 2023	Please see project 6.3

# Asset Compliance

Workstream Outcome	Live Projects at April 2023	Project leads	Timescales	Workstream Progress since January 2023
<p>A robust framework to ensure compliance with legislative and regulatory standards.</p> <p>Full compliance with legislative and regulatory standards to deliver safe and compliant homes</p>	5.1 Compliance plan for Fire Safety Act 2021	Sam Pullen	December 2022 - TBC	The servicing baseline audit has identified the need to purchase a servicing management system. A 10-point action plan has been enacted following provisional comments from external fire safety audit. A1 common fire doors inspections are on target for completion by April 23 <sup>rd</sup> .
	5.2 Compliance plan for Building Safety Act 2022	Sam Pullen	October 2022 - TBC	Detail of the project scope provided, including structural surveys and retrospective fire strategies. Continuation of assistance to the Fire Safety team to audit the contents of premises information boxes and providing suitable building and floor plans. The Asset Management team consultant procurement process was assisted.
	5.3 Compliance audit	Sam Pullen	March 2023-TBC	Procurement of an external audit is continuing. The compliance servicing baseline position has been determined. Progression towards the restructure go-live has included benchmarking.

# Maintaining Our Homes

Workstream Outcome	Live Projects at April 2023	Project Leads	Project status	Workstream Progress since January 2023
<p>An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard.</p> <p>Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants.</p>	6.1 Repairs re-procurement	Stephen Tate	March 20232 - August 2023	Contract award decision approved, and award letters issued.
	6.2 Repairs Contact Centre	Stephen Tate	March 2022 - August 2023	Contact Centre stabilization- working with supplier to improve service before handover (commenced and ongoing). De-mobilization and mobilization planning completed. Recruitment initiated for shadow Contact Centre.
	6.4 Voids Transformation	Stephen Tate	June 2022 -TBC	Lettable Standard document drafted. Resident Satisfaction Survey live. Online forms changed to enable residents to give notice.
	6.5 Disrepair Transformation	Stephen Tate	TBC	Financial implications of delivering ~285 claims in the next six months assessed. Disrepair Manager in-post.



# Maintaining Our Homes

Live Projects at April 2023	Project Lead	Timescales	Workstream Progress since January 2023
6.6 Review of policies, procedures, business processes and customer journeys	Stephen Tate	2023- 2025	74 E&I documents identified for creation. E&I policies and procedures prioritized into three tranches based on assessment criteria. The Customer Journey Template was approved for use to ensure a customer-centric approach. Standard text for each policy has been approved via Equalities Assessments. 30 existing E&I related policy and procedure documents from other organizations have been collected. 13 E&I P&P documents have been drafted.
6.7 Review of capital delivery contracts	Christabel Acquaaah	Jan 2023 - December 2023	Contract review talks have commenced with relevant contractor. The contract extension has been agreed in principle, with agreements to review a commercial proposal separately. Advice from a consultant regarding the proposal has been sought, and Extension reports are being drafted for the contracts.
6.8 Targeted approach to damp and mould	Stephen Tate	Ongoing	Contractor mobilization, and data assimilation, has begun. New website language has been drafted and approved. The implementation of the new delivery process for cases has initiated. Process maps have been finalized.

# People Development

Workstream Outcome	Live Projects at April 2023	Project Lead	Timescales	Workstream Progress since January 2023
<p>To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other.</p> <p>To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well.</p>	7.2 Enabling high-performing teams and setting behavioural expectations	Lara Ashley	October 2022 - December 2023	Funding for the model design was confirmed on 2 <sup>nd</sup> February. Competency Interviews have been completed. A draft cultural vision and competency model has been composed. A Plan to engage on the competency model has been devised.
	7.10 Intra-directorate Comms & engagement	Lara Ashley	October 2022 - December 2023	The managers event was cancelled due to industrial action. The third newsletter was circulated to all-housing staff, utilising SWAY software. SWAY has been utilised to produce communications for the Housing Transformation Programme.