

Housing Transformation Programme progress

January Housing Improvement Board meeting

Susmita Sen

Vision, Direction & Transformation Plan for the directorate

Workstream Outcome	Live Projects for January	Workstream Lead	Timeframe	Project progress since November 2022
A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate.	1.3 Housing Strategy	Lara Ashley/Velvet Dibley	Completed by June 2023	SWOT sessions have been held with Commercial Investment Housing Strategy Lead, Planning Housing Strategy Lead and Private Sector Housing Strategy Lead. Analysis of LBC housing need has begun. Progress update provided to DMT.
The Transformation of the directorate is governed and resourced appropriately. A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented	1.5 High-level restructuring & recruitment	Lara Ashley	Completed by March 2023	Initial design session completed, initial discussions and desk research has been initiated

Governance & Information Management

Workstream Outcome	Live projects	Project Lead	Timescale	Project Progress since November 2022
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	<p>Problem statement and project scope based on desktop research signed off.</p> <p>Meeting occurred with the Data & Insight Officer to begin mapping data collection and distribution, including mapping of protected characteristics data across the directorate.</p>
	2.5 HRA ringfence review & HRA service charges (Financial Governance Review)	Velvet Dibley/Orlagh Guarnori	Completed by June 2023	<p>A proposal paper has been sent to Cabinet, to recommend the 7% rent and service charges increase to be implemented for 2023-24. A dedicated tenants meeting was convened in December, to inform residents of the proposals contained in the cabinet paper</p>

Customer Excellence

Workstream Outcome	Live Projects	Project Lead	Timescales	Project Progress since November 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.	3.10 Consumer Standards review	Mary Larbie	August 2022 - January 2023	The documents required have been confirmed and are to be located and sent to Campbell Tickell. The remaining documents will be sent by 22 nd January and leads for each standard will then be confirmed. A briefing session has been agreed. Self assessment briefing was delivered 5th January.
	3.2 Resident Engagement Strategy	Mary Larbie	January 2023 - onwards	The programme of activity has been scoped. Initial research has been undertaken to collate best practice.
	3.3 Customer Services Action Plan	Mary Larbie	October 2022 - January 2023	The estate walkabout programme has been revised and relaunched.
	3.8 Customer Learning & Review of Process	Mary Larbie	January 2023 - March 2023	Survey is being devised to establish a member of the complaints team/the complaints manager into the project team.
	3.14 Customer Satisfaction Standards	Mary Larbie	January - April 2023	The project has been initiated.

Customer Excellence

Live projects	Project lead	Timescales	Progress since November 2022
3.1 Resident Charter	Mary Larbie/Gavin Rodgers/Katherine Monk	August 2022 - January 2023	A survey asking for resident feedback on the Charter has been sent to residents. Links to an online survey were distributed to over 1800 residents via the OpenHouse newsletter and promoted via the RI Facebook page and emailed to RI database members. Positive response from residents and feedback has been incorporated. The Charter was formally adopted at December 2022 Cabinet.
3.11 Rent-consultation initiative	Mary Larbie	October 2022 - January 2023	Meeting with Tenants & Leasehold Panel was held on 11th October 2022; follow up meeting on 20th December.
3.15 NEC	Mary Larbie	Feb 2022 - December 2023	A new-go live date has been confirmed: 30/05/2023. A re-planning workshop occurred on the 7th December 2022. A new project plan has been drafted. An agreement with LBC has been researched on the new baseline for Allocations migrating from OHMS. Meetings with heads of service have been arranged to clarify responsibilities.
3.4 Customer Information Review	Mary Larbie	November 2022 - April 2023	The project has been initiated
3.7 Customer Service Training	Mary Larbie	January 2023 - March 2024	The project has been Initiated

Long-term Homes & Neighbourhood Planning

Workstream Outcome	Live Projects	Project Lead	Timescales	Workstream Progress since November 2022
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	A statutory consultation with residents commenced via letters, leaflets, information packs. Meetings and design workshops occurred. Commissioning of damp and mould surveys on each tenanted property in the consultation area occurred.
	4.3 Development of an Asset Management Strategy	Stephen Tate	2023 - 2033 (skeleton strategy 1st April 2023)	An analysis of the 5% stock condition validation surveys has been undertaken. Development of 23-24 capital program proposal, and the 5-year program. Updated the HRA 30-year business plan.
	4.4 Estates & improvement restructure	Robin Smith/Stephen Tate)	Nov 2022 - April 2023	Progress made in the repairs restructure and behavioural change elements of the project. A requirement for additional support in the restructure has been established. A continued delivery of Bite Sized training occurred.

Asset Compliance

Workstream Outcome	Live Projects	Project leads	Timescales	Workstream Progress since November 2022
<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	Carried out servicing baseline audit to provide data and servicing assurance. Resident information requirements have been drafted. Comms plan and content have been produced. AOV survey exercise occurred. Premises information boxes in 46 high-rise blocks have been audited. Mazars audit is complete.
	5.2 Compliance plan for Building Safety Act 2022	Sam Pullen	October 2022 - TBC	The fire safety team have been assisted to audit the content of premises' information boxes and provide suitable building and floor plans. Servicing baseline audit slide deck was presented to DMT to provide data and servicing assurances. Asset Management team consultant procurement process was assisted. Document library started on Teams.
	5.3 Compliance audit	Sam Pullen	March 2023- TBC	The procurement of external audit continues. Initial review of the existing P&P undertaken. Compliance servicing baseline position determined. Within the restructure, progression towards the go-live date has been made, including benchmarking.

Maintaining Our Homes

Workstream Outcome	Live Projects	Project Leads	Project status	Workstream Progress since November 2022
<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	The ISFT was issued on 12/12/22, and the evaluation of ITT contracts is in progress
	6.2 Repairs Contact Centre	Stephen Tate	March 2022 - August 2023	TUPE paperwork to in-source the contact centre was presented to DMT, who asked to revisit this in January 2023. A managed service model was completed in readiness for review with the supplier. Dependencies workshop and outcomes conducted. Scope and brief documents are completed to secure resource to assist with customer journey mapping. The NEC project has been supported with BPM (new pricing model)
	6.4 Voids Transformation	Stephen Tate	June 2022 - March 2023	Resident Satisfaction Survey arrangements developed and agreed with the Residents Voids Representative. Review of the lettable standard has been initiated. Risk register includes mitigating actions. Draft processes created for process review and more detailed mapping.
	6.5 Disrepair Transformation	Stephen Tate	TBC	New members of the team are now trained. Continuous monitoring using MI occurring, to ensure that the new process is working correctly.

Maintaining Our Homes

Live Projects	Project Lead	Timescales	Workstream Progress since November 2022
6.6 Review of policies, procedures, business processes and customer journeys	Stephen Tate	TBC	Project begun, with project leader assigned. Project support (an internal transfer) was instructed. The location of most existing policies and processes have been identified. Good practice review undertaken, and a list of standard P&P expected compiled. A development of customer journey assessment templates has been drafted.
6.7 Review of capital delivery contracts	Christabel Acquaaah	Jan 2023 - December 2023	Contract review talks have commenced with AJS. Project extension has been agreed in principle, based on existing T&C's. The separate review of a commercial proposal has been agreed. Echelon have advised regarding the AJS proposal. AJS extension agreed to last until March 2025; thus, will be incorporated into December 2023 commissioning review.
6.8 Targeted approach to damp and mould	Stephen Tate	TBC	Recruitment of D&M team leader, surveyor, and admin. Interim process started, and new process designed. Assessment form for all teams to use created. Costs agreed with Axis to carry out stage one visits.

People Development

Workstream Outcome	Live Projects	Project Lead	Timescales	Workstream Progress since November 2022
<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>	7.1 Culture & transformation discovery	Lara Ashley	October 2022 - December 2023	Culture and change workshops have been conducted across services and staff teams within the directorate, to identify shortcomings of the current working culture, and envision new ways of working.
	7.10 Intra-directorate Comms & engagement	Lara Ashley	October 2022 - December 2023	Events are being scheduled with teams to consider methods in which engagement can occur, and how communication channels amongst the directorate can be utilised effectively. Communications resources are under review.