

Housing Transformation Programme progress

July 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
<p>A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate.</p> <p>The Transformation of the directorate is governed and resourced appropriately.</p> <p>A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented</p>	1.3 Housing Strategy	Lara Ashley/Velvet Dibley	Completed by September 2023	<p>The consultation on the draft priorities is currently live and due to end on August 2nd. The draft priorities and objectives were presented to Tenant & Leaseholder on 18th July, and to the Homes Scrutiny Sub-Committee on 24th July. A focus group will be held with residents and partners on 25th July to develop the actions that will sit under each priority. Additional focus group sessions will be held with both housing associations and private rented sector landlords.</p>

Governance & Information Management

Workstream Outcome	Live projects for July 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. These performance dashboards have now been developed and shared with HIB and there is readiness to collect against revised tenant satisfaction measures for reporting for Q1 2023/2024. KPI dashboard due to be presented to Housing Improvement Board 27 th July. KPI dashboard will be complete with up-to-date data ahead of August Performance & Risk DMT session.

Customer Excellence

Workstream Outcome	Live Projects for April 2023	Project Lead	Timescales	Project Progress since April 2023
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	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. Draft report received and reviewed and a discussion has been scheduled.
	3.2 Resident Engagement Strategy	Mary Larbie	December 2023	Development of the strategy is underway and the directorate is working with TPAS to develop it further. A self-assessment exercise was recently completed, with feedback and an action plan to follow shortly. Strategy to be presented to Cabinet in December 2023.
	3.8 Customer Learning & Review of Process	Mary Larbie	September 2023	A new customer insight manager has been recently onboarded and other resource has also been identified to support with reducing the backlog. Solution designed and action plan in place, with review to take place in September 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. Have considered involvement as a pilot organisation to support development of toolkit once project details finalised by SSHS and will liaise with SSHS regarding timescales for the launch of pilot.

Customer Excellence

Live projects at April 2023	Project lead	Timescales	Progress since April 2023
3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	July 2023	An estate template has been completed, including property structure, users and grading. Testing took place over two weeks from 4 July – 18 July 2023.
3.15 NEC	Mary Larbie	Feb 2022 - December 2023	OHMS shut down took place 17/5/23. Project completed. Implementation will be reviewed as part of NEC Development- Phase 2 project.
3.4 Customer Information Review	Mary Larbie	September 2023	Protected characteristic customer information identified aligning with Census 2021. OHMs gap analysis completed to identify gaps in existing equalities data. Characteristics included in design documentation for NEC; internal audit on track.
3.7 Customer Service Training	Mary Larbie	January 2023 - March 2024	Specification for Training programme composed, delay in procurement process.

Long-term Homes & Neighbourhood Planning

Workstream Outcome	Live Projects at April 2023	Project Lead	Timescales	Workstream Progress since April 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	The ballot took place, with residents voting 'yes' to demolition. Design work as part of phase 1 of the programme is currently underway, with rehousing a central part of this phases' delivery.
	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. Preliminary contact has been made with residents of the nearby LPS towers at Belgrave/Grosvenor and Sevenoaks/Tonbridge to assess issues and consider economies of scale.
	4.3 Development of an Asset Management Strategy	Kevin Hartshorn	2023 - 2033	5% stock condition survey completed in January 2023. Accelerated stock condition survey due to be completed by September 2023. Engagement on Strategy to be completed by Autumn 2023 ahead of March 2024 Cabinet.

Asset Compliance

Workstream Outcome	Live Projects at April 2023	Project leads	Timescales	Workstream Progress since April 2023
A robust framework to ensure compliance with legislative and regulatory standards.	5.1 Compliance plan for Fire Safety Act 2021	Niall O'Rourke	December 2022 - TBC	The aim of the project is to ensure the Housing Directorate is satisfied that the actions relating to the Fire Safety Act 2021 have been completed robustly and information shared with key partners, including the London Fire Brigade. The Housing Directorate has assessed its completion of the actions and is improving internal systems to ensure continued robustness.
Full compliance with legislative and regulatory standards to deliver safe and compliant homes	5.2 Compliance plan for Building Safety Act 2022	Niall O'Rourke	October 2022 - TBC	The aim of the project is to ensure the Housing Directorate is satisfied that the actions relating to the Building Safety Act 2022 have been completed robustly. A project has been scoped which includes structural surveys and retrospective fire strategies. There is also a continuation of assistance being provided to the Fire Safety team to audit the contents of premises information boxes and provide suitable building and floor plans.

Maintaining Our Homes

Workstream Outcome	Live Projects at April 2023	Project Leads	Project status	Workstream Progress since April 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	Jerry Austin	March 2023 ² - August 2023	Work progressing to complete mobilisation of all contracts for 01 August 2023
	6.2 Repairs Contact Centre	Jerry Austin	March 2022 - August 2023	Shadow contact centre has been recruited to and initial IT workstream meetings held (Mobilisation). Repairs Contact Centre ready for go-live 01 August 2023.
	6.4 Voids Transformation	Mary Larbie	June 2022 -TBC	Additional contractors have been added to deliver void works and AXIS are no longer being allocated any work.

Maintaining Our Homes

Live Projects at April 2023	Project Lead	Timescales	Workstream Progress since April 2023
6.6 Review of policies, procedures, business processes and customer journeys	Tony Lewis	2023- 2025	A prioritisation exercise has taken place and additional resource has been found and allocated to support with the completion of tier 1. Policy writing is underway, with a number of policies drafted and awaiting further sign off. These include the decant, tenant management and void management policies.
6.7 Review of capital delivery contracts	Sandra Lewis	Jan 2023 - December 2023	Supplier market engagement has commenced. Review of the specification, soft market testing, and re-launch of the tender to be achieved before the end of July 2023.
6.8 Targeted approach to damp and mould	Paul Connolly	Ongoing	The new void and D&M process has now been implemented, with the team continuing to understand and deliver Business as usual. Key task group actions have been completed and meeting took place with Director of Public Health to discuss collaboration opportunities. Process has now been implemented to deal with “leaks from above” with contractors and surveyors.

People Development

Workstream Outcome	Live Projects at April 2023	Project Lead	Timescales	Workstream Progress since April 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	A competency model has been drafted which sets out clear behavioural expectations for staff, managers, and senior managers and will be linked with succession planning, recruitment and recognition. A plan to engage on the competency model has been devised.
	7.10 Intra-directorate Comms & engagement	Lara Ashley	October 2022 - December 2023	A plan is currently being developed, with a housing communications lead having been onboarded. The fourth newsletter was circulated to all staff using Microsoft Sway and the first All-Staff Webinar was delivered in mid-June 2023.