

Housing Transformation Programme progress

Susmita Sen

Vision, Direction & Transformation Plan for the directorate

Outcome: A Vision & Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate. 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.

Live Projects for January 2025	Workstream Lead	Timeframe	Project progress
1.5 High Level restructuring and recruitment	Susmita Sen	October 23+	<p>We are working on a recruitment plan for the Director of Regeneration and Director of Repairs & Assets as permanent or fixed term for further stability.</p> <p>There are challenges with grades not aligning to the market which we are exploring with HR services.</p> <p>The restructure consultation in Housing and Assets & Repairs is anticipated to commence in May 2025.</p> <p>We continue to recruit permanently to vacant positions or those covered by interim workers across the areas in housing using competency based assessment centres.</p>

Governance & Information Management

To develop a robust framework for effective governance of the directorate to ensure accountability, high performance, and effective financial and information management

Live Projects for March 2025	Project Lead	Timescale	Project Progress
2.6 Website Update	Fiona Harding and Emerald McLaughlin	April 2024- September 2024	All the Housing webpages have been reviewed and are being updated. A video has been made for the Homelessness service to support potential applicants' understanding of the service and the options available to them. The associated pages continue to be updated in line with changes to the service. The 'Apply for a Council Property' pages have been developed and are undergoing review before going live.
2.7 Assessment against RSH New Consumer Standards	Paul Davey/Emerald McLaughlin	Aug 2023 –Sept 24	We continue to implement and embed the recommendations made in the third-party assessments of the Safety and Quality Standard and the Transparency, Influence and Accountability Standard. We are undertaking an updated self-assessment of the remaining standards which will support in developing a forward plan.
2.8 Development of Practice Library	Fiona Harding	Mar 24 – Nov 24	The SharePoint Housing Hub framework has been developed and agreed. Directors have been invited to review and provide their feedback on the design. Progress is being made to continue populating it effectively before it is launched.

Customer Excellence

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.

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.2 Resident Engagement Framework	Mary Larbie	June 2024	<p>The Resident, influence, Transparency and Accountability Strategy Framework and Delivery Plan was approved at Cabinet and Full Council in June 2024. Plans are being developed for implementing the structures formally set out. We have had 3 meetings of the Customer Influence and Assurance Panel. One of these included a presentation on the future governance framework and members are being invited to apply for the Housing Assurance Panel.</p> <p>The Neighborhood Voice app is being rolled out for residents to report issues identified on their estates. On the advice of CIAP, we are focusing on training for residents in sheltered and high-rise buildings to use the app.</p>

Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.4 Customer Information review	Emerald McLaughlin / Alex Asare-Moore	June 2023+	<p>We continue to prioritise the improvement of the quality and quantity of relevant data we collect and store about our residents.</p> <p>The occupancy check programme is ongoing and we are now prioritising residents who have not been in contact with the Council recently.</p> <p>Following an audit of the data input processes we have for collecting and reviewing data, we are making changes to the way that information is stored in NEC. This will allow us to accurately reflect the diverse needs of our residents. We will support this with reviews of our processes for inputting data, and training to ensure that staff are confident in their responsibilities to update and maintain information on NEC.</p>

Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.9 Stop Social Housing Stigma	Mary Larbie	February 2023 - TBC	<p>A workshop was held in March 2025 which was well attended by staff, contractors and residents who were fully engaged in the event.</p> <p>Issues were raised by residents and presented to us so that we can agree to actions.</p> <p>As a result of this, we are currently reviewing our 'pledge' to the programme.</p>
3.10 Review of Consumer Standards	Cathy McCarthy	Sept 24 – Mar 25	We continue to review the published judgements of inspections and regulatory engagement to keep abreast of key issues identified by the RSH in C1 and C3/4 landlords, feeding these back into improvement plans and projects.
3.5 Customer journey review (online)	Vicky Boateng	June 2023 – June 2024	Complete

Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.7 Customer Care Training Programme	Sejal Gillam	May 2023 +	The initial roll out has been completed. An embedding programme is underway.
3.8 Customer Learning & Review of Process	Cathy McCarthy/ Andrea Ware	September 2024 – September 2025	<p>We have completed a review of the complaints service. A complaints improvement plan and accompanying report has been written including consultation with residents and input from the corporate complaints team. Additional resources and a new structure have been agreed in addition to system changes. A compensation policy has been drafted and is awaiting approval. We are reviewing all compensation offers at stage two to ensure they are in line with Housing Ombudsman Guidance.</p> <p>Phase 1 of significant changes to Infreemation, the corporate complaints system have been made to align the system with the Housing Ombudsman Service Complaints Handling Code. We have also reviewed the 'categories' of complaints which will improve identification of trends and areas for focus.</p> <p>A sub project has been initiated to formalise the framework for learning from complaints. We have compared ourselves against best practice frameworks and have included this in the improvement plan.</p>

Maintaining Our Homes

An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard. Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants

Live Projects for January 2025	Project Leads	Project status	Project Progress
6.3 Repairs Restructure and change	Lara Ashley/Sue Hanlon	August 2023 +	The restructure has been designed and the budget is in place. A Union meeting has been arranged for mid-May 2025 and we expect staff consultation to commence by 20th May 2025.
6.4 Voids Transformation	Mary Larbie	June 2022 -TBC	<p>We are on track for reports and dashboards to be ready for Mid-May which will establish the times taken by each area to complete their processes in void management. This will compliment the ongoing void build in NEC.</p> <p>In February, the average general needs void turnaround time is the lowest recorded at 28 days. In sheltered housing, the average turnaround was 43 days due to compliance and major works issues, in addition to some properties being more difficult to let. In Extra Care, the average was 62 days which presents a reduction on past figures. The overall average for February was a 34 day turnaround on void properties.</p>

Customer Excellence

Live Projects for January 2025	Project Lead	Timescales	Project Progress
3.12 Know our Neighbourhoods Programme & Estate Inspections	Mary Larbie	July 2023 – Aug 2024	<p>The new personal emergency evacuation plan and person-centred fire risk assessment policy and procedure are being reviewed by the legal team.</p> <p>The estate inspection programme has been rolled out. We will monitor the success of the implementation of the estate inspections programme through engagement with residents.</p>
3.16 NEC Post Go-Live Product Development	David Mynors	May 2024 – April 2025	<p>Discussions are ongoing with NEC to finalise the original project. A permanent support team is being formed to take over from the interim project team. The permanent team will support service calls, automated jobs and system interfaces along with functional developments for NEC Housing. A forward plan is being prepared to identify the priorities for enhancement of the functionality of NEC Housing over the next 12 months. This plan has been discussed with senior stakeholders within the Housing Directorate and will be published once resourcing has been confirmed.</p>

Long-term Homes & Neighbourhood Planning

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.

Live Projects for January 2025	Project Lead	Timescales	Project Progress
4.1 Regina Road	Frank Klepping	2022 - 2032	<p>The Council is continuing to work with its appointed architects and multidisciplinary team to progress a planning application for up to 340 homes, community space and pre-school, targeting submission of the application in June 2025.</p> <p>Residents have vacated block 1-87 Regina Rd which provides part of the required space to build the first phase. A number of tenants and leaseholders remain in the adjacent maisonettes (89-123 Regina Road) and officers are actively working with them to secure their next home.</p> <p>The demolition of block 1-87 has commenced via the Council's appointed contractor, Colemans. The demolition of the block is due to complete in autumn 2025.</p> <p>The preparation for the procurement of the main build contractor has commenced with a Prior Information Notice issued in February, and a Meet the Buyer event held in March.</p> <p>Resident engagement continues with public/community consultation on new build design plus monthly Resident Working Group meetings taking place. A pre-app committee meeting was held in early April at which Members indicated broad support for the project, and provided valuable feedback on areas for further consideration before submission in June.</p>

Long-term Homes & Neighbourhood Planning

Live Projects for January 2025	Project Lead	Timescales	Project Progress
4.2 Resolution Programme for LPS Blocks	Paul Coffey		<p>A Structural Appraisal paper has been agreed by DMT and the programme for resolution is ready to be approved for Capital PCC and Conisbee to undertake the work.</p> <p>Conisbee will undertake a structural investigation into the 2 remaining LPS blocks at Regina Road while the residents are still in residence. This will begin in June and the report on the two remaining buildings will be complete by August 2025.</p> <p>Capital PCC will continue to undertake the structural condition surveys of all the LPS blocks, this will be complete by April 2026.</p> <p>We are expecting these 15 occupied LPS blocks to be called up by the Building Safety Regulator to submit our Safety Case Reports as part of the application of the Building Assessment Certificate. The Building Safety cases for the LPS blocks are 90% complete and will be finished by the end of April, so that they are ready in advance of requested submission.</p>

Long-term Homes & Neighbourhood Planning

Live Projects for January 2025	Project Lead	Timescales	Project Progress
4.3 Development of an Asset Management Strategy	Sue Hanlon		<p>The stock condition survey was 79% complete at year end. We are continuing to work towards 100% completion by the end of September 2025.</p> <p>The Asset Management Strategy was approved in July and is now complete.</p>
4.4 Estates and Improvement restructure	Sue Hanlon		<p>The purpose of this restructure is to redesign the way in which the Housing Assets are managed, repaired and invested in and to meet all applicable compliance standards. Changes have already taken place with a dedicated Damp and Mould Team and an increased Fire Safety and Building Safety Team. The broader re-structure of this directorate will be reported in project 1.5.</p>

Asset Compliance

A robust framework to ensure compliance with legislative and regulatory standards.

Full compliance with legislative and regulatory standards to deliver safe and compliant homes

Live Projects for January 2025	Project leads	Timescales	Project Progress
5.1 and 5.2 Compliance plan for Fire Safety Act 2021 and Compliance plan for Building Safety Act 2022	Paul Coffey	December 2022 - TBC	<p>We have submitted our final update on closing our historic FRA actions. We have met the target with all of the actions either being closed, or being put into planned asset works programmes.</p> <p>We are 90% complete on the Building safety cases for the LPS blocks. We are continuing to collate the information on all the other buildings. All building safety cases are due to be complete by the end of the financial year.</p> <p>Bids for contracts are due to be returned in May to be evaluated by The Fire and Building Safety Team, Asset Management and the Procurement Team.</p> <p>Our resident engagement programme continues for high rise blocks. The stacking plans have been installed in the Personal Information Boxes (confirm) to support the roll out of the new Person Centered Fire Risk Assessment and Personal Emergency Evacuation Plan processes.</p>

Maintaining Our Homes

Live Projects for January 2025	Project Leads	Timescales	Project Progress
6.5 Disrepair Transformation	Tristan Hemsley	January 2023 +	The Disrepair Transformation Project resulted in an improved approach to managing Disrepair Claims, including the development of a Programme to clear the backlog of Cases, as well as the implementation of a more effective payment process for legal costs, a new delivery model that enables Disrepair works to be undertaken before Claims are legally concluded and an Alternative Disrepair Resolution (ADR) Scheme that provides residents with the opportunity to resolve their Disrepair issues directly with the Council rather than via a law firm. The interims' assignments have been extended until September 2025.
6.6 Review of policies, procedures, business processes and customer journeys	Fiona Harding	2023-2025	19 policies have completed the review process. 15 have been published on the Council website. The Legal Team are currently reviewing 3 Tier 1 policies. 4 policies are under consultation with subject matter experts, 2 are being reviewed by Heads of Service and 5 are under review by Directors. 8 policies are in stage 1 of development.

Maintaining Our Homes

Live Projects for January 2025	Project Lead	Timescales	Project Progress
6.8 Targeted approach to damp and mould	Danielle Ellis	Complete	We continue to refine and improve our work plan approach, ensuring that processes and procedures align with the implementation of Awaab's Law in October 2025. As part of this, the Damp & Mould workstream is evolving with a more efficient case management system, which is enhancing service delivery. Although the permanent structure for the Damp and Mould team has been delayed, we are now aiming for implementation by 30.09.25. This extension allows us to continue refining our processes to ensure that the team is fully prepared for the upcoming legislative changes in 2025.
6.10 Asset Register and Management review	Rachel Khan	January 2024 – March 2025	No update

People Development

To proactively manage our culture, our development as a directorate and enable our workforce to deliver excellence to our customers, partners and each other. To create an engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well

Live Projects for January 2025	Project Lead	Timescales	Project Progress
7.2 Enabling high-performing teams and setting behavioural expectations	Sejal Gillam	October 2022 – April 2024 and beyond	<p>These sessions will launch post restructure with teams impacted by the restructure and the other areas throughout Q1 and Q2.</p> <p>Manager workshops on carrying out effective appraisals are underway to support competency-based discussions.</p>
7.6 Talent Acquisition	Sejal Gillam	Ongoing	<p>We continue recruiting permanent staff across the directorate. We have used the competency models, assessment exercises and interviews to assess candidates. Between February and March 15 vacancies have been recruited to using assessment centres for 13 different roles. This number excludes roles which do not require an assessment centre in their recruitment process.</p>

Completed Projects

- Vision and Mission
- Housing Strategy
- HRA allocation review
- Resident Engagement Framework
- Performance Framework
- Asset Management Strategy
- Housing Compliance recruitment
- Stabilisation of senior leadership
- Customer Care training commissioned
- Estate Cleaning Standards
- Voids Lettable Standard
- Estates and Improvement restructure
- Residents' Charter
- NEC Phase 1 implementation
- Rent Setting consultation
- Stock Condition programme
- Repairs Re-Procurement
- Repairs Contact Centre Mobilisation
- Review of capital delivery contracts
- Regina Road – Ballot
- Voluntary Undertaking approved
- New behaviour standards
- New recruitment approach
- Targeted approach to damp and mould
- Disrepair Transformation
- Customer Journey Review (online)