

Housing & Consumer Standards Programme - Improvement Plan

Aug-24



Summary of the Housing & Consumer Standards Programme Workstreams

1 - Safety & Quality: Data and Delivery	2 - Complaints and Resident feedback	3 - Neighbourhood	4 - Tenancy	5 - Cross Cutting Actions
<p>Undertake a data review and delivery of inspection and remedial actions (response repairs backlog, damp & mould backlog & other landlord compliance activities)</p> <p>Delivery of stock condition surveys, use of collected data to inform investment priorities and delivery of identified remedial actions.</p>	<p>Delivery of complaints in line with the Housing Ombudsman Complaints Handling Code.</p> <p>Develop robust systems, processes and training to ensure complaints are effectively delivered.</p> <p>Develop a positive complaint handling culture.</p> <p>Ensure effective residents feedback mechanisms are in place and that they influence decision making.</p>	<p>Develop a robust approach to enhance the standards of communal spaces</p> <p>Ensure an effective response to domestic abuse and anti social behaviour.</p> <p>Develop locality plans that meet the needs of local residents.</p> <p>Develop clear service standards with residents and residents</p>	<p>Review the approach to tenancy management.</p> <p>Review the approach to the allocation and letting of homes.</p> <p>Review the approach to tenancy sustainment and tenancy fraud.</p>	<p>Undertake a strategic Housing Review</p> <p>Undertake a culture review.</p> <p>Review and development of cross cutting activities including:</p> <ul style="list-style-type: none"> - the strategy and policy framework - performance management and reporting framework - the risk and assurance frameworks - Data management framework - IT systems

Management Summary - Phase 1 update

Phase RAG

Generally good progress is being made with the delivery of the phase one (April 24 to Sept 24) tasks. Table 03 of the summary shows that to date 78% of phase 1 tasks are either 'complete' (53%) or 'On Track / Not Yet Started' (25%). There are 22% of phase 1 tasks identified as 'Overdue / At Risk of Delay'. The majority of tasks due to complete in phase one are under workstream one that relate to the Safety & Quality Standard. There are also a number of key tasks included in phase one which are workstream five cross cutting activities. A summary of the activities included under each workstream is outlined in table 04 at the top of page one of this report.

Table 01 outlines some of the current and potential upcoming challenges being encountered with the necessary acceleration of inspection and remedial works delivery. A focus on improving data, reporting and delivery at pace is critical to support the delivery of the tasks included within the Improvement Plan.

Green

Management Summary - Programme update

Overall Programme RAG

The revised Improvement Plan was approved by the H&CSP Board on 3 July 24. This strategic summary has been developed to improve reporting and oversight of the programme and delivery of the improvement plan tasks. To support the oversight and support of operational delivery, fortnightly workstream standups have been implemented. These now feed into two Project Boards covering all workstreams. The Project Board's focus is on the delivery of the individual workstream tasks which then feed into this Programme Board update.

The main focus of the programme remains on workstream one and associated actions in workstream five. Priorities are; accelerating the delivery of inspections and remedial works (including risk mitigation actions), recruiting key delivery roles and implementing improved interim performance reporting and the new strategic performance pack by March 25. Table 02 shows that 77 out of the 101 total programme tasks are due by the end of March 25. Table 02 also shows that to date 85% of the programme tasks are either 'complete' (17%) or 'On Track / Not yet started' (68%). There are 15% of tasks identified as 'Overdue / Risk of delay'. There will be a higher focus on phase two and three tasks from October 24 once further progress has been made with accelerating delivery of the currently active tasks. There needs to be an increased focus on the alignment of the programme, business as usual and the NEC IT system implementation. Additional senior level support is being allocated to this to enhance strategic oversight and coordination with the IT Implementation project. The Programme has been allocated an 'Amber' status due to challenges with the key dependency IT Implementation programme. There are also a number of key areas that are a risk of delay as outlined in table 01.

Amber

Table 01 - Work Activity Risk Summary

Top Activities- At risk of delay	Summary of Risk	RAG	Status	Summary of Key Risk Mitigations
Damp & Mould	Early Warning Notice - Damp and mould inspections is in the main progressing in line with the Improvement Plan action with exception of priority 1 cases. However, there are challenges due to the high number of new cases coming into the BAU service.	Amber	At risk of delay	Contractors are supporting the inspections and undertaking 60 surveys / week in support of the building surveyors which is reflected in the reduced number of open reactive cases. An expected increase in overall cases due to the stock condition survey programme is being closely monitored. Planning for additional inspection resource and remedial works contractors is underway to respond to a high number of new cases being identified.
Electrical Safety	Early Warning Notice - There are challenges with accelerating delivery of electrical remedial works and inspections which could impact on future deadlines.	Amber	At risk of delay	Additional focus on obtaining further contractor resources and potential re-allocation of existing contractors to the programme. A forth contractor is due to start work in October 2024. A focus on reducing the time to process safety certification once an inspection is completed to give a better up to date compliance position.
Fire Safety	Early Warning Notice - There needs to be further prioritisation of high, medium and low risk actions and the risk mitigation tool requires full implementation. FRA surveys have progressed well with only four outstanding. Limited progress has been made on the installation of new smoke detection. Finalising the installation of CO detection is still underway.	Amber	At risk of delay	The risk mitigation tool needs to be fully implemented during September. There also needs to be a focus on improving coordination between the services collating and delivering FRA remedial actions via the September workshops and standups and a focus to install outstanding CO and Smoke Alarms.
HHSRS remedials	Early Warning Notice - Stock condition surveys are progressing well. The surveys are resulting in a high number of HHSRS related actions being identified. Remedial actions need to be prioritised and procedures fully implemented to process and deliver identified remedial works.	Amber	At risk of delay	Systems to process and deliver remedial actions needs to be fully embedded during September. This should include accurate management performance reporting of live actions.

Table 02 - Progress Summary by Workstream

Workstream	Total tasks	% Tasks On Track / Not Yet Stated	% Tasks At Risk of Delay / Overdue	% Tasks Complete
1 - Safety & Quality: Data and Delivery	41	41%	29%	29%
2 - Complaints and Resident feedback	18	89%	6%	6%
3 - Neighbourhood	10	100%	0%	0%
4 - Tenancy	10	100%	0%	0%
5 - Cross Cutting Actions	22	73%	9%	18%
Total	101	68%	15%	17%

Table 03 - Progress Summary by Programme Phase

Phase	Time Period	Total tasks	% Tasks On Track / Not Yet Stated	% Tasks At Risk of Delay / Overdue	% Tasks Complete
1	April 24 - Sept 24	32	25%	22%	53%
2	Oct 24 - Dec 24	28	93%	7%	0%
3	Jan 25 - March 25	17	94%	6%	0%
4	April 25 - June 25	8	88%	13%	0%
5	July 25 - Sept 25	5	60%	40%	0%
6	Oct 25 - Dec 25	2	100%	0%	0%
7	Jan 26 - March 26	0	0%	0%	0%
8	April 26 - March 27	3	33%	67%	0%
9	April 27 - March 28	1	100%	0%	0%
10	April 28 - March 29	1	100%	0%	0%
Target completion not set	TBC	4	0%	0%	0%
Total		101	68%	15%	17%