

# Housing & Consumer Standards Programme - Improvement Plan

Sep-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 - Strategy, Culture & Governance
<p>Undertake a data review and delivery of inspection and remedial actions (response repairs backlog, damp &amp; mould backlog &amp; 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"> <li>- the strategy and policy framework</li> <li>- performance management and reporting framework</li> <li>- the risk and assurance frameworks</li> <li>- Data management framework</li> <li>- IT systems</li> </ul>

### Management Summary - Phase 1 update

### Phase RAG

A progress update was presented to the H&CSP board meeting on 25 September. It outlined that progress had been made on the completion of phase one (April 24 to Sept 24) tasks with four tasks being signed off at the September programme board meeting (summarised in the Committee cover report). Table 03 shows that at the September programme board meeting, 72% of tasks are either 'complete' (56%), or 'On Track' (16%). There were 28% of tasks identified as 'At Risk of Delay / Overdue' (13%) which was an increase of 7% compared with the August programme board update. The majority of tasks due to complete in phase one are under workstream one that relate to the Safety & Quality Standard. There were also a number of key tasks included in phase one which are workstream five 'strategy, culture & governance' related activities. The tasks that were classified as 'at risk of delay' for phase 1 are related to policy, data and process reviews. There was good progress reported on reducing the backlog response repairs mainly through the data cleansing activity which has also identified outstanding works. It was recognised that there is further work to do to ensure future backlogs are prevented and a detailed response repairs review paper will be presented to the October programme board. This will identify remaining issues / key themes and recommend actions required to mitigate against future backlogs arising.

Amber

The phase 1 RAG rating was down graded to amber at the September programme board due to the increase in 'Task at risk of delay / overdue'. The programme board Recognised that at the time of the September programme board meeting, there was only a small amount of the phase one time period remaining (April 24 to Sept 24). At the time of the project board meeting there were 16% of the phase one on track tasks due to be completed before the end of September. The main activity areas that pose a risk to residents where delivery challenges exist are outlined in table 01.

### Management Summary - Programme update

### Overall Programme RAG

A new directly employed Project Manager (Nikki Davey) has started and is reviewing the programme meeting and governance structures to ensure they fully align with the BCC corporate approach. The main focus of the programme remains on workstream one and associated actions in workstream five. As outlined in the August update, 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 which was approved by the H&HDC on 20 September. Table 03 shows that 76 out of the 101 total programme tasks are due by the end of March 25. 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.

Amber

Initial discussion have taken place with senior officers leading the HITTP (NEC IT system implementation) to improve the alignment of the programmes. Further work is needed to ensure the HIPPT programme is fully aligned with supporting the objectives of the H&CSP. The programme RAG rating remains at 'amber' due to the focus on the phase 1 tasks and need for further progress to be made on key cross BCC enabling tasks to be progressed (incl. risk, audit, IT and data governance and review tasks) .

**Table 01 - Work Activity Risk Summary**

Top Activities- At risk of delay	Summary of Risk	RAG	Status	Summary of Key Risk Mitigations
<b>HHSRS (Housing Health &amp; Safety Rating System)</b>	<p>The HHSRS performance isn't accurately capturing the historic and new HHSRS actions in one place. This is leading to a lack of visibility on the current performance position and risk to BCC and residents.</p> <p>As expected, a large number of new HHSRS actions are being identified through the c.3000 stock condition surveys undertaken to date with over 100 category 1, over 250 category 2 action identified. It is important that these actions are captured and remedial works undertaken prioritising the highest risk actions. A process has been developed although yet to be implemented.</p>	Red	At risk of delay	<p>Contract management of the stock condition surveying programme will intensify over the coming weeks to ensure the quality of the stock condition surveying programme meets contractual obligations. Following a contract review meeting this week, the Stock Condition Survey programme will be slowed from w/c 7th October for one month to enable Quality Assurance processes to be reviewed and improved. The process maps to triage Category 1 &amp; 2 referrals from the current Stock Condition Survey programme have been finalised and will be implemented.</p> <p>The BAU performance reporting to be presented to the next H&amp;HDC will identify the type and severity of the HHSRS risks identified through the stock condition surveys.</p>
<b>Electrical</b>	<p>There is good progress on the delivery of backlog electrical inspections. Based on the number of inspections known at the time of completing the plan, the backlog electrical inspections are due to be completed by the improvement plan target of for the priority 2 action of March 2025.</p> <p>However, after completing 50% of the electrical data review, we have identified an additional c.1200 unsatisfactory certificates that may require remedial works. Carrying out new inspections and remedial works to these properties will increase the priority 1 actions and is likely to impact on the target completion date of February 2025 (due to the increase in actions included in this category). The data review has not been completed and the number of additional unsatisfactory certificates confirmed will change. Based on progress to date, once the electrical data review is completed we anticipate to have identified additional unsatisfactory certificates requiring electrical remedial works.</p>	Red	At risk of delay	<p>A fourth contractor will be mobilised in at the end of October with work commencing through Nov/December. This will enable the delivery of up to 650 electrical inspections and associated remedial works per month.</p> <p>The completion of remedial works to respond to the unsatisfactory certificates is a priority 1 activity based on the improvement plan commitment. Remedial works in response to electrical certificates that have been confirmed as 'un satisfactory' will continue to be prioritised. The ongoing electrical data review is likely to evidence more unsatisfactory certificates. We plan to have a confirmed position in relation to these additional unsatisfactory or missing electrical certificates in December. Once the data review is finalised, works will be prioritised and a plan confirmed regarding by when the additional work will be completed.</p>
<b>Fire Safety</b>	<p>Based on performance information provided, there has been limited progress in the delivery of high risk and medium / low risk actions between the August and September programme updates. High risk actions have reduced from 56 to 53 and medium / low risk actions have reduced from 2,872 to 2,809. The improvement plan 'high risk' tasks are due to completion by the end of October 2024 with medium / low risk actions completed by October 2025.</p> <p>The specialist fire safety management system (C365) has encountered challenges in its full implementation which has resulted in the management of actions utilising 'off line' spreadsheets. The risk mitigation process has yet to be implemented. The Fire Safety policy has been agreed in principle by the Housing Senior Leadership team with an action for the remedial works timescales to be reviewed and returned to HSLT for approval.</p>	Red	At risk of delay	<p>New dedicated resources within the repairs delivery team will work with the Council's Building Safety Team (BST) to review, categorise and monitor enabling the completion of 'physical' actions or development of new programmes. Mitigation to known risks include closer collaboration between the BST and the Council's Tenancy Management Service by communicating interim measures with residents.</p> <p>The H&amp;CSP has requested additional information regarding the outstanding remedial works and plans to complete the actions. Following further consideration by the H&amp;CSP in October, more detail will be provided to the next H&amp;HDC on; the outstanding actions, prioritisation and risk mitigation of the actions and a forecast showing how the actions will be completed.</p>
<b>Damp &amp; Mould</b>	<p>The outstanding backlog of damp and mould cases reported at the self-referral in April 2024 was 1972 cases. Further data review has identified circa 3400 damp cases. It is currently not known how many of these relate to a backlog. This figure doesn't currently include new damp and mould cases identified through the new stock condition survey. The figure presented is an estimation across various data sources.</p>	Red	At risk of delay	<p>Additional dedicated resources have been recruited and implemented to effectively manage damp and mould. To mitigate known risk, increased dedicated external contracted support mobilised to carry out inspections and hazard removal works as an interim to full remedial actions completed. Increasing our surveying and treatment capacity to 580 and 462 jobs respectively.</p> <p>Current data sources are being rationalised into one location. The next four-week action plan includes transferring all information to this master to give ability for monitoring and reporting of individual cases. To mitigate tenant risk whilst these more complex actions are delivered an enhanced communication strategy to residents affected via phone call and letter drop with key information, what to do, what to expect and BCC's response actions.</p>

**Table 02 - Progress Summary by Workstream**

Workstream	Total tasks	% Tasks On Track / Not Yet Stated	% Tasks At Risk of Delay / Overdue	% Tasks Complete
<b>1 - Safety &amp; Quality: Data and Delivery</b>	41	41%	32%	27%
<b>2 - Complaints and Resident feedback</b>	18	83%	6%	11%
<b>3 - Neighbourhood</b>	10	70%	30%	0%
<b>4 - Tenancy</b>	10	90%	10%	0%
<b>5 - Strategy, Culture &amp; Governance</b>	22	59%	14%	27%
<b>Total</b>	<b>101</b>	<b>60%</b>	<b>21%</b>	<b>19%</b>

**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
<b>1</b>	<b>April 24 - Sept 24</b>	<b>32</b>	<b>16%</b>	<b>28%</b>	<b>56%</b>
<b>2</b>	<b>Oct 24 - Dec 24</b>	<b>27</b>	<b>78%</b>	<b>19%</b>	<b>4%</b>
<b>3</b>	<b>Jan 25 - March 25</b>	<b>17</b>	<b>94%</b>	<b>6%</b>	<b>0%</b>
<b>4</b>	<b>April 25 - June 25</b>	<b>8</b>	<b>88%</b>	<b>13%</b>	<b>0%</b>
<b>5</b>	<b>July 25 - Sept 25</b>	<b>6</b>	<b>67%</b>	<b>33%</b>	<b>0%</b>
<b>6</b>	<b>Oct 25 - Dec 25</b>	<b>2</b>	<b>50%</b>	<b>50%</b>	<b>0%</b>
<b>7</b>	<b>Jan 26 - March 26</b>	<b>0</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>8</b>	<b>April 26 - March 27</b>	<b>3</b>	<b>33%</b>	<b>67%</b>	<b>0%</b>
<b>9</b>	<b>April 27 - March 28</b>	<b>1</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>
<b>10</b>	<b>April 28 - March 29</b>	<b>1</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>
<b>Target completion not set</b>	<b>TBC</b>	<b>4</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Total</b>		<b>101</b>	<b>60%</b>	<b>21%</b>	<b>19%</b>