

Housing & Consumer Standards Programme - Improvement Plan

Oct-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 & 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>This workstream covers the areas identified as non compliant against the RSH's Consumer Standards in their Regulatory Judgement.</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
<p>The end of September marked the end of the 'phase one' time period (April 24 to Sept 24). Table 03 shows that to date 69% of tasks are complete. There are 31% of tasks identified as 'Overdue'. There has been good progress on reducing the backlog response repairs mainly through the data cleansing activity which has also identified outstanding works. We had planned to complete the repairs data review by the end of September although there were some delays in the recruitment of data admin roles and this is likely to continue until early in 2025. The RAG rating has been down graded to red based on the 31% of overdue tasks at the end of the phase 1 time period (April 24 to Sept 24). Aids and Adaptations has been added to table 01 due to the current uncertainty regarding the compliance of domestic lift servicing (stair lifts, through floor lifts etc) and the delivery of remedial works. Further work is underway to gain a better understanding of the compliance position. Electrical safety has been removed from table 01. 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 by the end of December 2024. Once the data review is finalised, works will be prioritised and a plan confirmed regarding by when the additional work will be completed.</p>	Red

Management Summary - Programme update	Overall Programme RAG
<p>The main focus of the programme remains the completion of workstream one and associated actions in workstream five. Priorities continue to be; 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 79 out of the 103 total programme tasks are due by the end of March 25. There is a higher focus on phase two and three tasks alongside the completion of outstanding workstream one and five tasks.</p> <p>Discussions have taken place with Housing Information Technology Transformation Programme (HITTP) Executive and HITTP Programme Manager to strengthen links between the two critical programmes and it has been agreed that The HITTP Programme Manager will act as the liaison point for the HITTP.</p> <p>There is further work to do to ensure future backlogs are prevented. An update on how we are capturing and responding to the 'root causes' of the non compliance issues is included within the 13 December H&HDC update report .</p>	Amber

Table 01 - Work Activity Risk Summary

Top Activities- At risk of delay	Summary of Risk	RAG	Status	Summary of Key Risk Mitigations
Aid and Adaptations	BCC does not have full information on the last or next service dates for domestic lifts. There is also a lack of visibility of the status of remedial repairs relating to the servicing requirement.	Amber	At risk of delay	The adaption team are working with the appointed servicing contractor to collate the last service dates and create a new visible programme that will ensure that the equipment is serviced before it becomes overdue/non-compliant. A new programme has commenced, which is progressing well, all equipment will be serviced and be compliant by the end of March 2025. Remedial repair information is being collated into a reportable format, and by the end of November 2024, a process will be in place that clearly identifies any remedial works required following the service, if applicable the target dates for completion and the actual date the works were completed.
HHSRS (Housing Health & Safety Rating System)	Work is ongoing to confirm the HHSRS failures identified through the stock condition survey programme. The backlog HHSRS failures has been confirmed as 19 at the end of September 2024 which is higher than has previously been reported. Work is also ongoing to ensure HHSRS failures are fully understood, prioritised and remedial actions undertaken.	Red	At risk of delay	The Asset Management team have been working closely with the stock condition survey provider (Ridge) to ensure the surveys are to a high quality and include all elements required within the contract. The programme has been slowed down in October to enable Ridge to review delivery to date and improve the quality of future surveys. The process maps to triage identified risks requiring remedial works from the current SCS programme is being finalised and reviewed with the repairs service. The process to capture and prioritise risks and deliver any required remedial works will be fully established by the end of December 2024.
Fire Safety	There continues to be slow progress with the reduction of backlog 'high risk' actions. These have reduced slightly to 51 at the end of September. There has been a larger reduction in 'medium' and 'low' risk actions due to the approval of some new fire related policies. At present the completion of remedial works remains slow. 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.	Red	At risk of delay	The Fire Safety policy will be presented for final approval in early November. This will include the approval of remedial works target completion timescales. Additional resources are now in place within the Repairs and Maintenance service to focus on the completion of fire remedial actions. Further mitigations include closer collaboration between the Building Safety Team and Tenancy Management Service.
Damp & Mould	The damp & mould data review has identified circa 3300 damp cases to date. It is currently not known how many of these relate to a backlog. There is currently low confidence that the figure includes all new damp and mould cases identified through the new stock condition survey.	Red	At risk of delay	Additional dedicated resources have been recruited and implemented to effectively manage damp and mould. 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. Current data sources are being rationalised into one location and this exercise has almost been completed. A focus over the next four weeks is to ensure that all new cases identified through the stock condition survey are captured and monitored within the one data source. 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.

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	34%	37%	29%
2 - Complaints and Resident feedback	18	72%	11%	17%
3 - Neighbourhood	10	70%	10%	20%
4 - Tenancy	10	100%	0%	0%
5 - Strategy, Culture & Governance	24	54%	21%	25%
Total	103	55%	22%	22%

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	0%	31%	69%
2	Oct 24 - Dec 24	28	71%	25%	4%
3	Jan 25 - March 25	19	95%	5%	0%
4	April 25 - June 25	8	88%	13%	0%
5	July 25 - Sept 25	6	67%	33%	0%
6	Oct 25 - Dec 25	2	100%	0%	0%
7	Jan 26 - March 26	0	0%	0%	0%
8	April 26 - March 27	2	0%	100%	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		103	55%	22%	22%