

**HARINGEY HOUSING
SERVICES IMPROVEMENT
PLAN
APRIL 2023**

Introduction

This document sets out, following the insourcing of Homes for Haringey, the Council's plans to deliver a high quality and customer focussed landlord service to our tenants and leaseholders. The landlord function that the Council insourced is far from being the high-quality service that residents deserve and expect. There are important opportunities to integrate some of these services with others within the Council; to deliver greater value for money and to be more focussed on the needs of residents. There are also many services where performance needs to improve and a need to get the basics right, for instance through ensuring that repairs satisfaction improves by ensuring that we get a first-time fix.

In June 2022, an external consultant produced a 'state of the nation' report on the status of the landlord function at the point of insourcing by the Council. This provided the Council with a high-level analysis of the state of the Landlord service and recommended an improvement plan be produced with clear milestones to address the service specific issues and identify clear accountabilities, with timelines.

In December 2022, the Council also commissioned a Property Compliance Health Check to assess the approach to managing six compliance areas: gas and heating; electric; fire and building safety; asbestos; water, and lifts. They considered subject specific legislation, regulatory standards and our wider health and safety obligations under the Health and Safety at Work Act 1974.

Housing Service Improvement priorities have therefore been developed considering the current health and safety, compliance, broader housing service improvement, benchmarking data and value for money information and resident levels of satisfaction. In addition, priorities have been set where weaknesses have been identified in terms of legislative or statutory frameworks.

In this plan, several key programmes of work have been developed to improve service delivery to residents; improve efficiency and performance; and ensure regulatory and legislative compliance. There are also a range of improvements aimed to "get the basics right."

Objectives of the Housing Improvement Plan

The main objective of the plan is to grasp the opportunity to improve services for the benefit of our residents and tenants. More specifically to:

- **Improve tenant involvement and satisfaction to deliver a resident focussed housing service:** Strengthen tenant engagement and involvement in decision-making and service delivery. Greater transparency with tenants and leaseholders. Improved resident satisfaction levels.
- **Improve ways of working and performance:** develop and embed new staff structures, review policies, processes, and procedures, and develop a strong culture of both collaboration and performance management.
- **Maximise ICT opportunities to improve the customer experience:** by making best use of current systems and ICT, digital and website systems. Deliver opportunities to improve the customer experience and minimise failure demand. Improved, modern ways of working for staff.
- **Improve compliance and make resident safety our number 1 priority** – ensuring the Council is compliant with all appropriate legislative and statutory standards, including but not only, new Social Housing Regulator Standards, Building and Fire Safety legislation ensuring are homes and estates are safe for our residents. Implementing all of our commitments to the social housing regulator and ombudsman in respect of tackling damp and mould.
- **Improve complaint handling** – leading to a significant reduction in numbers of complaints, and a reduction in complaints which escalate to Stage 2 and the Housing Ombudsman.
- **Deliver Value for Money (VfM):** Maximise VfM from the HRA by prioritising expenditure that best meets the needs of our tenants and driving efficiencies.
- **Invest in the quality of our homes through our planned maintenance programme** – ensuring all the Council's homes meet Decent Homes standards and meet high standards of energy efficiency.
- **More visible** and locality-based teams on estates more frequently.
- **Upskilled staff** and better, more attractive jobs.

Focus on Resident engagement:

We know that we need to build trust with our residents and we will only be able to do this when they see real progress- Our residents are experts about their homes, estates and communities and we want to benefit from their views and experiences as we look to improve the way we work.

When Haringey's housing services returned to the direct control of the council in 2022 the Cabinet agreed that existing resident engagement arrangements would be largely continued and extended initially pending a future review of arrangements. In addition, a new 'Core Group' was created to recognise that arrangement common in ALMOs of tenant representation on the board was not replicable within a local authority. This group was created in anticipation of the insourcing and launched in April 2022. We are grateful for the work of tenants and residents who have been a part of these structures over the last few months. Consistent with the commitments made in the Cabinet report in March 2022 we will now commence some further work – co-designed with tenants and leaseholders about what our future, long-term arrangements will look like, drawing on best practice from other areas.

Pending this work it is critical that we are transparent about how we are progressing with this Improvement Plan so we will provide regular updates for our tenants and leaseholders. In addition we want to work with our residents so that they are able to shape and influence how our housing services work in the future – in line with the Haringey Deal.

This Housing Improvement Plan is grounded in what we have heard from our residents and leaseholders. This includes engagement in the STAR surveys; through the Resident Scrutiny Panel and the 'Core Group'. Following the approval of this Plan by Cabinet we will launch a programme of workshops that will give tenants and leaseholders the chance to have their voices heard.

In addition, a new residents forum will be established to ensure the Housing Improvement Board, chaired by the Chief Executive, is informed by the views and experiences of tenants and leaseholders.

Background information

Self-Referral - Regulator of Social Housing

Following the insourcing of the Landlord function and the Council commissioning an external review in December 2022 of its 'Property Compliance' with several key recommendations made, particular around overdue fire risk actions and electrical safety, in the spirit of co-regulation, the Council made the Regulator of Social Housing aware of its findings.

A self-referral was made to the regulator in January 2023. The regulator was also aware of the council's compliance with the Decent Homes Standard which was widely reported on the national press with 30% of our stock not meeting the Decent Homes Standard and that our recent performance on repairs required 'significant levels of improvement' from a report made to the Council's Housing, Planning and Development Scrutiny Committee on 12 December 2022.

We are working with the Regulator of Social Housing to implement a Compliance Improvement programme and will be meeting regularly to provide progress updates.

Housing Ombudsman

In February 2023, the Chief Executive, Director of Placemaking and Housing, Director of Culture, Strategy & Engagement, Operational Director for Housing Services and Building Safety met with the Housing Ombudsman following a request by Haringey to discuss our improvement plan for complaint handling and discuss the Housing Ombudsman notice of their intention to undertake an investigation into our damp and mould issues.

Housing Services had a number of historic cases which received a number of Complaint Handling Failure Orders, and the Council confirmed its recent position of transferring the ALMO back into Council management, its wider plans to improve the complaints handling process and the internal work it has undertaken to streamline both the reporting of damp and mould cases and some of the internal changes we are making to our business model to ensure damp and mould cases are prioritised for repair.

Haringey Council will now be meeting with the Housing Ombudsman on a regular basis to review open cases and reset the relationship with the Housing Ombudsman with a view to improving overall complaint handling and make internal changes to ensure the directorate adopts an internal culture of learning from complaints and resolving issues first time.

Tenant Satisfaction Survey 2022 (STAR Survey)

The last STAR survey was undertaken by Homes for Haringey in 2019.

On 21 September 2022, the Regulator of Social Housing published the outcome of its consultation on tenant satisfaction measures (TSMs).

As a result, from 1 April 2023, all registered providers of social housing will need to collect a range of information on areas such as repairs, safety checks and complaints. The new TSMs will enable tenants to scrutinise their landlord's performance, give landlords insight about where they can improve, and provide a source of intelligence to RSH about whether landlords are meeting regulatory standards. They are part of the regulator's wider programme of work to develop proactive consumer regulation of the social housing sector.

In November 2022, Haringey launched its Star Survey undertaken by an independent organisation on behalf of the Council which commenced on 11th November and closed on 23 December 2022. A total of 6 weeks.

The survey included all the new required regulator questions (TSMs), but also had additional questions about the service and management of estates. However, the priority and focus for the results are the new 12 regulator KPIS (TSMs).

The results of these have been benchmarked against which the Council should focus for improving upon as these are the KPIs that need to be submitted to the regulator from April 2024.

Table 1

Number	Tenant satisfaction measure	Lower quartile benchmark	2022 result Tenants	2022 result Leaseholders
TP01	Taking everything into account, how satisfied or dissatisfied are you with the service provided by Haringey Council Housing Service?	72.6%	45%	18%
TP02	How satisfied or dissatisfied are you with the overall repairs service from Haringey Council Housing Service over the last 12 months?	74.5%	51%	21%
TP03	How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	70.3%	45%	13%
TP04	How satisfied or dissatisfied are you that Haringey Council Housing Service provides a home that is well maintained?	70.2%	45%	14%
TP05	Thinking about the condition of the property or building you live in. How satisfied or dissatisfied are you that Haringey council Housing Service provides a home that is safe?	79.0%	49%	22%
TP06	How satisfied or dissatisfied are you that Haringey Council Housing Service listens to your views and acts upon them?	56.6%	37%	9%
TP07	How satisfied or dissatisfied are you that Haringey Council Housing Service keeps you informed about things that matter to you?	71.2%	48%	28%
TP08	Agreement that the landlord treats tenants fairly and with respect	77.0%	48%	22%
TP09	How satisfied or dissatisfied are you with Haringey Council's Housing Service approach to complaints handling?	40.9%	19%	8%

TP10	Satisfaction that the landlord keeps communal areas clean and well maintained	63.4%	54%	30%
TP11	How satisfied or dissatisfied are you that Haringey Council Housing Service makes a positive contribution to your neighbourhood?	55.6%	42%	18%
TP12	How satisfied or dissatisfied are you with Haringey Council's Housing Service approach to handling anti-social behaviour?	47.4%	43%	16%

It should be noted that the regulator only requires the Council to undertake and provide data on tenant satisfaction not leaseholders. However, the opportunity was taken to include leaseholders as an important part of our customer base. The results however have been separated out.

As can be seen, the current performance of Haringey against these KPIs, does not even meet lower quartile benchmark performance.

The aim of the Housing Service Improvement Plan, once implemented, should have a direct correlation to the increase in satisfaction levels across a range of the tenant satisfaction measures, which will need to be submitted to the regulator going forward.

Review of Regulator of Social Housing Consumer Standards

Housemark were commissioned to conduct a gap analysis against the Regulator of Social Housings Consumer standards.

The standards which were reviewed included:

- Tenant Involvement and Empowerment Standard
- Neighbourhood and Community Standard
- Tenancy Standard
- Home Standard

The home standard was considered weak and was a secondary confirmation, in addition the external review in December 2022, on the need to improve this standard, having already referred ourselves to the Regulator to improve this standard. The remaining standards were considered adequate or limited.

A specific improvement action plan is currently being agreed to agree all the recommendations from the gap analysis to be adopted within the Housing Improvement Plan.

Governance

Since the insourcing of the Landlord function in June 2022, there has been a lot of work to integrate our Housing Services within the Council, however it has become clear that the current approach to service improvement in Housing Services needs an overhaul, as some aspects of our service improvement approach is fragmented.

The Housing and Regeneration Scrutiny Panel report dated November 2022 on the update on the insourcing of the ALMO, confirmed that the Operational Director, Housing Service and Building Safety, once in post, will lead on the next phase of service improvement.

Phase one of the integration was largely a "lift and shift" approach with some duplicated functions from Homes for Haringey moved to the relevant service within the Council. The plan categorises projects at a high level

across defined work areas It sets out, where known, proposed budget needs to successfully deliver these projects.

The Housing Board was set up when the insourcing of the landlord function took place in June 2022 as a temporary governance arrangement.

A recently commissioned external review of our housing building compliance has identified a number of areas where governance needs to be simplified to ensure that issues can be escalated within the organisation and that there is dedicated oversight which can ensure action in areas where we are not performing.

In January 2023, the Director of Placemaking and Housing and the Operational Director, Housing Service and Building Safety agreed a new set of arrangements to ensure that key housing improvement plan workstreams have dedicated oversight and clear escalation channels to Placemaking & Housing Board, Council Leadership Team, and members.

The agreed governance is listed under table 2 , Table 3 shows the Resident governance proposal.

Table 2

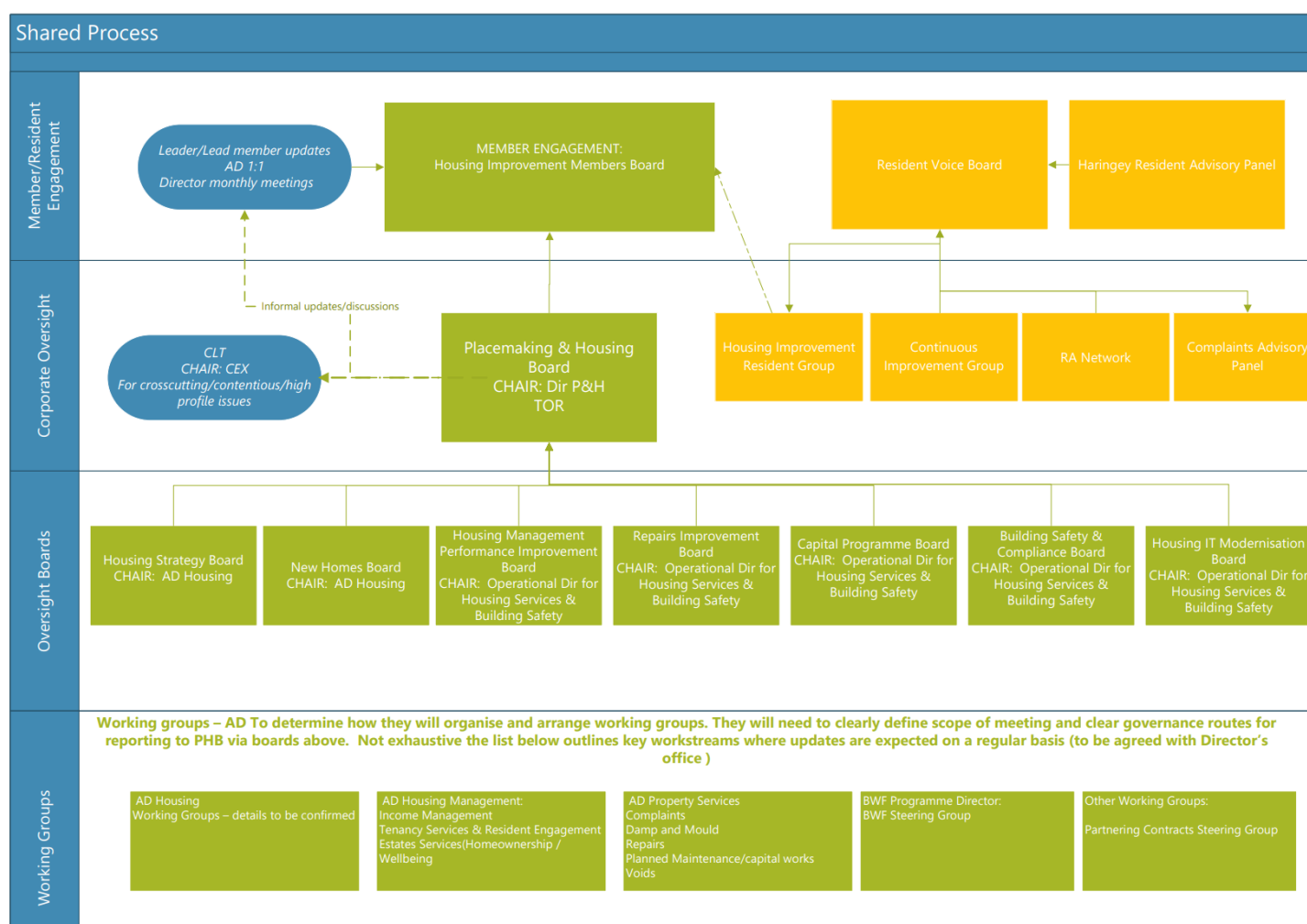
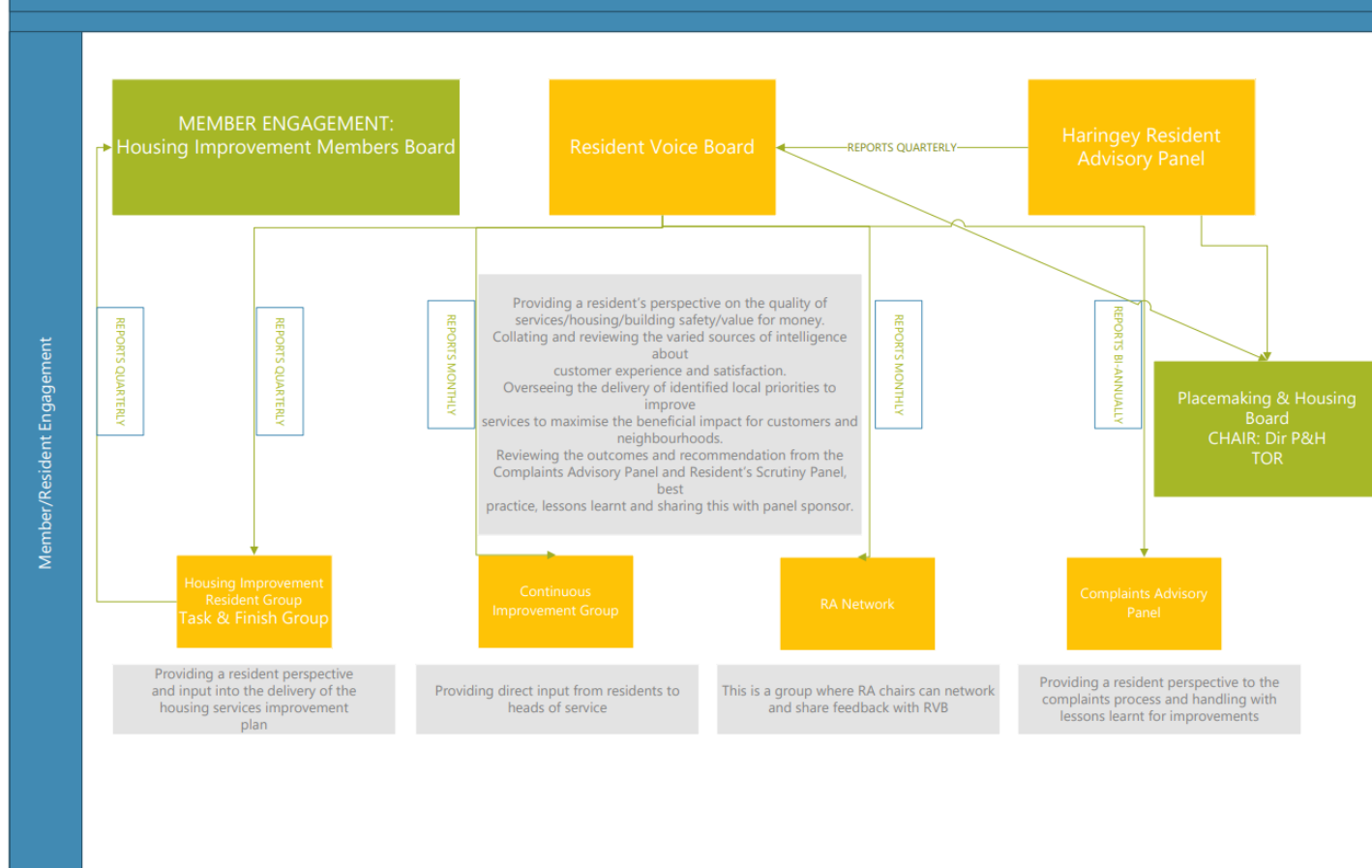


Table 3

Shared Process



Housing Services Service Improvement Plan

Benchmarking has shown that our staff numbers are disproportionate in some teams compared to other similar sized landlords where their performance is better than our own. To develop a great customer focussed service and improve in several areas where we have a backlog, additional resources will need to be identified to ensure consistency of customer service and aim to reduce complaints and ombudsman complaints.

Additionally, modernising services and introducing new systems will also assist in ensuring the Council, as a landlord, is statutory compliant and that our service meets all the necessary new Regulator for Social Housing Standards regulations, avoiding uncapped fines for non-compliance or direct intervention by the regulator.

Key priorities

The key focus areas are set out below:

- Resident Led Improvement with resident at the heart of decision making
- Void management transformation
- Repairs Service Transformation
- Income management and collection
- Improved Homeownership Service
- Improving Estate and Neighbourhood Management standards
- Better Neighbourhood and Tenancy Management
- Statutory Compliance with Property Services
- Compliance and planned maintenance performance improvements.
- Improved complaints handling
- Update and Review Policies and Procedure
- Sheltered Accommodation
- Culture Change

Housing Service Resident Standard

A proposed set of Housing Service Standards have been developed outlines our resident offer for each service area. This will be discussed with residents via the appropriate governance forum - as mentioned above, co-

designed with tenants and leaseholders about what our future, long-term arrangements will look like, drawing on best practise from other areas.

1. Our Resident engagement service

We will:

- Respond to all enquiries about resident participation within the next working day of receipt
- Notify residents of the outcome of their community development fund applications within six weeks of receipt
- Undertake 'annual health checks' to assess the support needs of Tenant Resident Associations and Supported Residents Groups
- Promote and deliver an agreed annual training programme for residents
- Carry out two scrutiny reviews of Housing Services annually with residents

2. Our communication standards

- We will acknowledge letters, emails and texts within 3 working days, and respond fully within 10 working days
- We will listen to your views and use your feedback to continuously improve our services to

3. Our tenancy management service

We will:

- Visit new tenants within 20 days of moving into their new home
- Carry out estate walkabouts with residents twice a year to identify issues and improvements
- Carry out regular tenancy and household checks to ensure vulnerable residents are receiving the support they need and minimise potential fraudulent use of tenancies
- Hold local housing surgeries across the borough where you can discuss issues face-to-face with your local housing officers
- Contact you within 48 hours of your request for a call-back
- Contact you within one working day of your report of serious anti-social behaviour
- Contact you within three working days of your report for all other nuisance and anti-social behaviour
- Allocate a named officer to your case
- Keep in regular touch with you at least every 10 days whilst your case is in progress
- Provide you with an action plan detailing how we will investigate the reported incident within 10 working days of the case being reported
- Work in partnership with residents and other agencies to resolve your complaint

4. Our Repairs and Maintenance Service

We will:

- Organise an appointment to assess/carry out the repair on the day the issue is reported
- Operate an emergency repairs service 24 hours a day, 365 days a year and respond to emergency repairs within 24 hours of them being reported
- Attend any emergency repair within two hours where there is a serious risk to your safety or to the structure of any of our buildings
- Give you the opportunity to feedback your views on any completed repair on your property via a satisfaction survey

5. Our planned works service

We will:

- Review our planned major works programme for properties every seven years and we will inform you in writing when a survey of your home is due to be carried out as part of this
- Survey and replace if necessary major property fittings such as kitchens, bathrooms, windows, roofs, and lifts at the end of their potential life cycle
- Consult residents when developing major works proposals affecting your home and keep you informed throughout, including giving notice about the proposed works. We will arrange a consultation meeting within two months of the works starting, with the opportunity for you to give your feedback.
- Carry out an annual programme of energy improvement works, including insulation and heating system upgrades, to improve the energy rating of our homes to a B rating as a minimum
- Carry out a resident survey or provide other opportunities for you to give feedback within 3 months of major works being completed to your home, block, or estate
- Respond to lift breakdowns within two hours of being notified between 8am and 6pm Monday to Friday and within three hours at other times, if there is no other lift available
- Undertake a monthly safety check of all our lifts and arrange of any necessary maintenance work to be undertaken
- Attend to reports of faults with door entry systems within seven calendar days
- Repair faults with our TV aerials and communal satellite dishes within five working days of them being reported
- Carry out annual gas checks in all council homes with installed gas appliances to ensure they and any central heating system are safe and work properly

Undertake:

- monthly inspections
- quarterly minor servicing
- annual major servicing

to all communal heating boiler houses to ensure all are working safely.

6. Our Fire Safety and Building Safety service

We will:

Provide residents with the following information specific to your home in 2024 and every three years, or sooner if there is any significant change:

- The type of fire safety equipment fitted in your block ○
- The type of fire detection and alarms you have in your home and how to check them
- The fire evacuation plan for your block
- Who to contact when you have building safety concerns, and how.
- Visit your flat to make sure your front door is in good working order once a year and provide you with a copy of the inspection report.
- Publish a copy of any fire risk assessment carried out and make these available from our website at: [Fire risk assessments | Haringey Council](#)
- Investigate incidents and feed back to the residents of the block about what controls have been put in place to prevent a recurrence for all Fire safety or Health and Safety failings that could have resulted in an incident or an incident which was attended by two or more of the Emergency Services.

Provide confirmation on request that the following building safety checks have been completed:

- The Gas Safe Inspection certificate
- The lift insurance Inspection
- The water hygiene risk assessment
- The dry riser inspection report
- The fire alarm testing report
- The communal fire door inspection report
- The sprinkler system test report
- The automatic opening ventilation (AOV) testing

7. Our Income Service

We will:

- Aim to collect 100% of rent due
- Set up a rent account and provide a rent payment card for all new tenants within three days of the start of their tenancy
- Respond to balance queries within three working days
- Pay all refunds of rent credit within ten days of receiving a written request from you
- Publish details of your Income Officer, the person responsible for collecting your rent

8. Our Homeownership Service

- Provide homeowners with estimated service charges for the forthcoming financial year each March and actual service charges within six months of the end of each financial year
- Ensure that any credits or adjustments arising from service charge queries are applied to homeowners' accounts within 10 working days of the query being resolved by us
- Provide a reason for carrying out work to a block/estate, together with a frequently asked questions document explaining key issues and billing arrangements, and give leaseholders 30 days to comment on the proposed works whenever we issue a Section 20 notice
- Where your share of Section 20 costs are estimated to be £15,000 or more we will offer you a meeting to discuss the works and the availability of assistance with payment options
- Where service charges are disputed by the resident, we will write to homeowners within 5 days of the service request being received and notify them of the steps we will take to address matters.
- Send Right to Buy information and application packs out within three days of receiving a request and carry out all the necessary checks to notify applicants of whether they are admitted into the Right to Buy scheme within 4 weeks of receiving the application
- Service Charges – we will ensure that charges are accurate and provide value for money

Timescale of programme.

The proposals in the Housing Improvement Plan have been prioritised to focus on key areas of change required to improve services which are critically important for residents (such as our Housing Repairs Service and Building Safety) and the programme will initially run for 24 months, however given the amount of change which is needed it is recognised that some activity will be required to be taken over the longer term. It should also be noted that the Council may have to prioritise focusing on areas related to compliance with regulatory requirements as set by the Regulator for Social Housing.

Service Improvement Budget

To modernise and streamline the service and drive improvement there is a need for a revenue and capital funded service improvement budget from the HRA. The draft estimates as to what this might cost are set out below:

	TOTALS
ICT development	800k
Additional Investment in housing Management	500k
Additional investment in Repairs Service	£2.8m
Resident Engagement	£300k
Policy Development	£160k
Service Reviews	£340k
Cultural Change	£150k
TOTAL	£4.7 M

The Housing Revenue Account Business Planning process which underpins the Council's budget setting process has already made provision for service improvement works for £3.1 million over a three year period (some of which is already being utilised on improvement work). This provision will clearly provide the majority of the funding for our proposed service improvement plan. The draft expenditure plan above needs further review before it is finalised, which will be undertaken in conjunction with the Director of Finance. It is recommended that a top-up to the existing budget provision be agreed now, which could be up to £2m, with the finalisation of this amount being delegated to the Director of Finance in consultation with the Cabinet Member for Finance and Local Investment. This additional budget will be vired from the HRA reserve and replenished in future years, once the Housing Improvement Plan is embedded and delivers its intended efficiencies.

Considerations and risks

Overarching key considerations and risks are: -

- There is a risk governance of the plan and management of service improvement strategically will continue to become fragmented unless this is clarified for all parties.
- Clarity on roles and responsibilities around Service Improvement and the Team needed.
- Budgetary provision (lack of) this may affect delivery of some of these projects and lead to a need for some key ticket items to be delayed or curtailed.
- Resourcing
- Failure of resident engagement practises and structures to ensure the voice of tenants and leaseholders is central to service improvement.
- Workforce planning; recruitment and retention
- Availability of supply chain to assist the Council in delivering the improvement plan

Resident Led Improvement with resident at the heart of decision making

What good looks like:

A good approach to resident engagement is one that demonstrates a desire and a culture to improve the quality of housing services and focus on the things that matter most to tenants and residents and to do this in partnership with them. Across good housing providers, the levels of consultation, collaboration and involvement to inform service reviews are as varied as the organisations and contexts in which they work but include:

- -adopting a wide-ranging strategy to make sure that engagement is genuine and meaningful
- -understanding the way people access and use services to inform reviews to remove waste and increase effectiveness
- -working with existing and new tenant groups and forums
- -Surveys
- -Door-knocking exercises
- -Continuing to involve tenants in ongoing evaluation as new approaches bed in
- -Commitments to work closely with tenants to co-create future housing management services

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Resident Led Improvement							
	Improve Resident Led Scrutiny	Annual self-assessment of membership and recruitment by the resident-led scrutiny reported to the Housing Service Management Team, Council Scrutiny Committee and Cabinet Lead Member with action planning to address any imbalance.	Oct-23	We are currently planning a Recruitment Campaign to recruit new residents to the Scrutiny Panel, Resident Voice Group as well the 4 CIGs (Leasehold, Supported Housing, Repairs, Engagement). Following the competence recruitment to these roles, we will be able to complete the assessment and actions to address any imbalances. The Recruitment campaign will run for 6 weeks with open days followed by assessment centres starting in April 23	Full recruitment to all available places Scrutiny:10, Resident Voice Group:13, CIGs: 28	Communication Team schedule and timescales	AD Housing Management / Head of Tenancy management

Resident Led Improvement with resident at the heart of decision making

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Amended governance arrangements as part of our TIE standard compliance	Jan-24		Governance Arrangements Amended		AD Housing Management/ Community & Resident Engagement Manager
		Reporting of management responses as part of impact assessment report.	Mar-24		Responses included in report with RVG approval		AD Housing Management/ Community & Resident engagement Manager
	Improve Resident Led Scrutiny	Resident-led scrutiny outcomes included in organisations annual report.	Jul-23		Inclusion of 100% outcomes achieved	None	AD Housing Management/ Community & Resident engagement Manager
		Council protocols reviewed to accommodate resident-led scrutiny feedback.	Jan-24			Completion of the governance restructure with Cabinet Approval	AD Housing Management/ Community & Resident engagement Manager
		Customers Consumer Standards Compliance testing is systematic and reported through the Governance structure as above. Including comparison with Head of Service review annually and outcomes shared with residents.	Mar-24		Full review completed with resident input through independent mentor	Head of services reviews completed and cycle of review agreed	AD Housing Management/ Community & Resident engagement Manager
	Reflect learning from resident feedback and	Co-design with residents a process and plan to improved STAR results based on benchmarks/targets/our own track record.	Jul-23	Budget will depend on the cost of the actions agreed in the plan. Actions that require funds need to be included in heads of service budgets and plans	Plan co-designed and published	publication of STAR results	AD Housing Management/ Community & Resident engagement Manager

Resident Led Improvement with resident at the heart of decision making

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	continuous improvement	Regular reporting in impact assessment, RAR (Resident annual Report) and to CCG and resident led scrutiny including You Said We Did style reflection and impact.	Sep/Oct 23		YSWD published	None	AD Housing Management/ Community & Resident engagement Manager
	Resident Voice Group	Deliver a PR programme that raises awareness, amongst residents promoting the new governance structure and new ways of working.	Sep-23		Campaign delivered with resident input	Communication Team schedule and timescales	AD Housing Management/ Community & Resident engagement Manager
		Create resident-led continuous improvement groups to co-design improvement plans in the priority areas identified through current processes	Jul-23		4 CIGs set up with TOR	Resident Recruitment Campaign	AD Housing Management/ Community & Resident engagement Manager
		Review the impact of the new structure against its success criteria and report impact and actions to residents.	Mar-24	this will need to be conducted independently through TPAS to ensure objectivity of recommendations	Review Completed with recommendations	None	AD Housing Management/ Community & Resident engagement Manager
		Resident Engagement incorporated in all team profiles, budgets and objectives and individual JD's (role profiles) and service improvement plans.	Jul-24		All key front line roles in housing updated	HR processes and Union Input	AD Housing Management/ Community & Resident engagement Manager
		Agree a budget for upkeep of existing community centres within the Engagement Team and include the centres as part of the organisation's asset management and major works for improvement	Dec-23	initially the budget will be higher and will reduce in 2nd year as many centre require major works with 2 currently	Budget agreed for 24/25 financial year	Asset Management Strategy Approval	AD Housing Management/ Community & Resident engagement Manager

Resident Led Improvement with resident at the heart of decision making

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
				shut as they don't meet H&S requirements			
		Report Social value outcomes, including setting targets to residents.	Jul-23		targets set with RVG	None	AD Housing Management/ Community & Resident engagement Manager
		Develop a community centre activities coordinator within the Engagement Team with budget and clear outcomes co-created with the community	Apr-24	Costs are dependent on job evaluation and on costs. Role will be circa £35k - £40K a year	post approved and recruited to	Approval of budget and creation of role	AD Housing Management/ Community & Resident engagement Manager
		Develop the capacity of local community groups through accredited training to run activities and services efficiently from community centres through partnership work and fundraising.	Aug-23	The programme is in the final stages of approval by CCG	50 residents trained annually	Approval of RVG	AD Housing Management/ Community & Resident engagement Manager
	Become accountable and transparent on service quality and provision	Build the reporting of engagement KPIs into routine reporting of management information accessible to residents.	Sep-23		KPIs included in MI dashboard	Performance Management Arrangements and process	AD Housing Management/ Community & Resident engagement Manager
		Incorporate the KPIs proposed in the Charter for Social Housing Residents in our regular reporting and published performance in ways that are accountable and transparent.	Jan-24	Communication campaign to be agreed with RVG	STAR survey Feedback	Communication Team schedule and timescales	AD Housing Management/ Community & Resident engagement Manager

Voids Management Transformation

The Council should continue to review its end -to- end processes to ensure the length of time between a property being vacated and a new tenancy starting is minimised. Clearly the longer a property is void the less the income received by the Council and the more negative the impact on those in desperate housing need.

The Council therefore needs to ensure a quick and efficient turn around of void repairs against a clear lettable standard. Often these works can be carried out whilst the previous tenant is still in situ.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improve Void Performance							
1	Improve void works turnaround time	Recruit a team of four additional voids staff as a task and finish group to deal with historic voids	Apr-23	Adverts live, interviews booked for w/c 06/03/23	Average relet times (calendar days)	Market conditions fleet availability	AD Property Services / Head of Repairs
1		Procure additional supply-chain to compliment internal resources to clear the backlog and enable peaks in demand to be smoothed.	May 2023	Contractor to be awarded cabinet decision end Feb – see reduction in voids by April/May. Continue with procurement to appoint further contractor – aiming to award contract End April	% of rent loss from voids (GN & SH only)	Procurement process; appointment of contractors	AD Property Services / Head of Repairs

Voids Management Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
2	Improve void works turnaround time	Develop a void performance dashboard which has better reporting and analysis on key arrears of delays in the voids process and by department and trade. e.g. void start date to supervisor receiving keys, lock change to clearance, first trade allocation to trade, works completed to sign up, post inspection, ready for advertisement to first shortlist to undertake targeted performance management in these areas	Sep-23	spreadsheet tracker implemented as an interim measure	% of voids completed within agreed time bandings	Total Mobile project. dependent on NPS	AD Property Services /Void Performance Mgr
5		Introduce satisfaction surveys measuring overall satisfaction of the property	Aug-23	included within void improvement project	% of customer satisfied with void process	Voids transformation project	AD Property Services /Void Performance Mgr
1		The recommendation is for two additional teams (10 operatives) for a 6- month basis to clear the backlog and prepare for peaks in demand	Jun-23		increase in rental income reduction in volume of voids reduction in TA use		AD Property Services /Void Performance Mgr

Voids Management Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
2	Improve void works turnaround time	Review lettable standard and Introduce an optional Decoration Package	Jun-23	Lettable standard revised, however, this needs review and amendment where necessary	Average void cost	Voids transformation project	AD Property Services /Void Performance Mgr
		Review lettings and tenancy sign up process	Nov-23				AD Property Services/ Head of Repairs / Head of Tenancy management
2		In house DLO operative productivity and performance to be managed and monitored more effectively	Dec-23		Average job completed by trade/individual Average job value completed by trade	Linked to Total Mobile project First line manager training	AD Property Services / Head of Repairs
4		Contractor penalties to be introduced for late return of void against target (equivalent to rental loss) to incentivise good performance and quick turnaround times	Mar-24		% of voids completed within agreed time bandings	recruitment of Commercial Mgr recruitment of contract manager procurement of supply chain	AD Property Services/ Head of Repairs / Head of Tenancy management

Voids Management Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
4	Improve void works turnaround time	Joint post inspections arranged as soon as the works are completed, or nearing completion to allow snagging to happen while operative is still on site	Jun-23		% of void post inspections carried out % of void post inspections passed.	First line Manager training	AD Property Services /Void Performance Manager
2		Look at utilising Total Mobile to track and monitor voids to completion. Create reports that provide data on the efficiency of operatives involved in individual voids to assess productivity and identify areas for improvement or training.	Oct-23	Requirements gathered. Once new Business lead is recruited will progress	average void cost average job completed by trade	Voids transformation project Total Mobile project	AD Property Services /Void Performance Manager

Repairs Service Transformation

There are number of elements to a good repairs service. Firstly it is important to make it relatively easy and quick for a tenant to report a repair. This involves having a variety of channels to report repairs supported by adequate systems and staff trained to understand the nature of the repair required. It is also important to categorise repairs according to the urgency of the repair, thus ensuring that emergency and essential repairs are tackled ahead of routine repairs. Good practice would also involve ensuring that repairs are booked at times to suit the resident. This represents not only good customer service but minimises abortive calls.

A good repairs service would also maximise the number of repairs that were fixed at the first time of appointment. This is largely achieved through a good diagnostic of the required repair and a workforce that is trained in a variety of trades. A good repairs service would also deliver value for money through use of an effective scheduling system and maximisation of workforce productivity.

Finally a good repairs service would use data insight to understand repair demand by different segments of its customer base and by individual customer. Many housing providers undertake repairs MOTs, to ensure vulnerable and older tenants' homes are well-maintained as well as ensuring that persistent problems are resolved. This involves visiting council properties in the Borough to check their condition and undertake any repairs as they are found. These visits also present an opportunity to offer residents advice on ongoing issues such as condensation or damp and mould.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improve Repair Service							
1	Clear repairs backlog	Create a repairs backlog team. The recommendation is for two additional teams (14 operatives) for a 6- month basis to clear the backlog and prepare for peaks in demand.	Sep 23	Head of Repairs (DC) has created a plan for this area.	% of urgent repairs completed within Government time limits	recruitment of additional resources (including back office) Linked to Total Mobile project (pre-requisite)	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
1	Introduce urgent repair category (7 day appointment)	The introduction of a new priority code of 7 days will reduce demand on the emergency service and residents will not need to wait 28 days for urgent repair. New repairs procedure will need to be defined and agreed, work scheduling changed and system functionality introduced.	Nov-23	Scoping underway with Contact Centre and Repairs	<p>% of Emergency (& OOH made safe) repairs completed within timescale</p> <p><20% of repairs are carried out as an emergency repair</p> <p><15% of repairs are carried out as an urgent repair</p> <p><65% of repairs are carried out as a responsive repair</p>	<p>ICT linked to new repairs policy.</p> <p>WIP reduction needs to be completed prior to implementation of additional repair priority.</p> <p>review shift pattern & resources</p> <p>Linked to bonus review and Ts&Cs, along with review of OOH</p>	AD Property Services / Head of Repairs
		Procure suitable supply-chain to support the delivery of repairs		Initial contractor procured Procurement plan in place detailing priorities for further supply chain	<p>Achieve 70% of repairs carried out by DLO</p> <p>30% of repairs carried out by supply chain (for demand and specialist works</p>	<p>corporate procurement team support</p> <p>recruitment of Commercial Mgr</p>	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
1	Improve staff productivity	Introduce Total mobile module to allow better reporting functionality and visibility of workforce location. The system has dynamic scheduling capability to drive up productivity	Aug-23	Project Scoping with total mobile. Requirements gathering 50% complete.	agree % of repairs subject to dynamic scheduling agree % of repairs appointed at first point of contact	Management training for all first line managers Implementation of Total Mobile 'Insight' functionality in May 2023	AD Property Services / Head of Repairs
		Introduce regular and scheduled performance meetings with contractors and sub contractors	Sep-23	Contracts Manager role incorporated into HRS structure.	% of non-emergency repairs where appointment made and kept	recruitment of Contracts Manager	AD Property Services / Head of Repairs
		Ensure all staff receive have objectives set once per year and that these are subject to monthly 1-1s to manage performance (monthly team meetings to review team performance)	May-23		100% of staff receive an annual appraisal	first line manager training	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Improve staff productivity	To review team structure within Property Service (HRS)	Oct-23	Initial review of the Mill staff within the depot has been carried out.	What is your overall satisfaction with your last repair?		AD Property Services / Head of Repairs
		Recruit a Contracts manager to manage and monitor contractor performance; and out in place mechanisms to manage contractors where they are not performing	Jun-23	Contracts Manager role incorporated into HRS structure.		Market conditions	AD Property Services / Head of Repairs
		Finish rolling out the impressed van stock to all trades	Oct-23	Work commenced, Electrician's, Plumbers and Carpenters completed	% of first time fix	Total Mobile development project	AD Property Services / Head of Repairs
		Use the dynamic scheduling feature in service connect.	Sep-23	Project Scoping with total mobile underway.	productivity measures to be developed by trade % repairs completed in time Average time to complete a repair	Service Connect	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
2	Improve the front end of the customer journey	Review diagnostic tools and scripting with call centre	Dec-23	Customer Journey being refined with the contact centre.	% right first time	identify costs of implementing/ reviewing repairs finder. Training for staff	AD Property Services / Head of Repairs
		Ensure there is a clear and understood process for reviewing and varying jobs	Jul-23	Process drafted – to be signed off and implemented.	% of repairs completed in time	Total Mobile development project	AD Property Services / Head of Repairs
		Review repeat calls for repairs	May-23	information already available, regular and automated reporting to be implemented	% right first time	Total Mobile development project	AD Property Services / Head of Repairs
		Receive progress reports on the performance of the customer contact centre (housing)	Apr-23	Weekly operational and weekly project meetings between CS & Repairs underway to maintain pace / collaborative working	Call handling, call waiting times, call duration times		AD Property Services / Head of Repairs
3	Improve Repair Service Offer	Update Repairs strategy – clear standard in place which reflects good practice	Oct-23	Resource identified - scoping to commence in March 23 and resident engagement required.		Stakeholder engagement Governance/approval by Cabinet	AD Property Services / Head of Repairs

Repairs Service Transformation

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Increase the number of Post Work Inspections and use the findings to improve customer experience/improve the front end of the customer journey	Oct-23	Post inspections have increased, all complaints and HO related jobs to be subject to a post inspection.	% of repairs subject to post inspection (to define) by DLO and by supply chain	Recruitment of Quality Inspector Total Mobile implementation - repairs improvement project	AD Property Services / Head of Repairs
	Repair Value for Money	Move to the most up to date schedule of rates	Q2 2024	(This is in currently in phase 2 of programme).	average cost of repair	Linked to repairs improvement project - remobilising repairs	AD Property Services / Head of Repairs
		Improve repairs data including financial reporting of repairs completed by work force to improve visibility around repairs completed	Dec-23	repair data required being defined as part of Total Mobile project	Average job value by DLO (by trade) Average job value by Supply chain Average job completion per day by trade	Total Mobile development project, recruitment of commercial manager, First line manager training	AD Property Services / Head of Repairs
		implement new version of task management schedule tool (schedule of rates version 7.2)	Q2 2024	(This is in currently in phase 2 of programme).	average cost of repair	Linked to repairs improvement project - remobilising repairs	AD Property Services / Head of Repairs

Income Management and Collection

An important first step in good income collection and management is to have a Rent collection Policy in place. The Policy should be supported by a culture where rent collection is given a high priority and adequately resourced. The policy should also aim to be flexible to respond to the individual needs of each tenant.

It is also important that the policy has a focus on preventative measures to try to prevent tenants going into debt. This includes making tenants aware of their responsibilities as a tenant at the outset and maintaining regular contact at the start and throughout the tenancy. It is also critical to identify tenants who may be vulnerable and require additional information and support. These measures should also include identification of the range of methods available for rent payment, an explanation of the information on rent account statements and an offer to either assist with the completion of housing Benefits or to signpost them to an organisation that will provide that service.

A good income collection service will also ensure effective monitoring arrangements which should highlight immediately when a tenant's payment arrangement breaks down. It is important that pursuance action is taken immediately to ensure that small amounts of arrears do not become larger.

A good housing provider will also have a policy for dealing with former tenant arrears. This policy should include the methods to be used to collect such arrears as well as the factors to be considered when writing off debts.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Reduce Rent Arrears							
1	Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance	Recruit 9 additional Income Officers for a period of 6 months to target high rent arrears cases to progress through the escalation process and direct payments from universal credit	30/04/2023	4 Additional officers Required. 5 Additional Income Officers (3 Income and 2 Financial Inclusion Officers) have been recruited as at 1st April 23. Need to review the team structure to understand any further requirements on a permanent basis, however this will be subject to separate appropriate processes for agreement	Improvement in collection for current tenant rent & service charge arrears as a % of rent due (excluding voids) (GN & SH only)	HR	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Increase direct payment from the DWP where tenants on UC have arrears of more than two months.	30/06/2023	Ongoing casework on direct deductions through DWP.	Reduction in UC Arrears	DWP/Housing Benefit Team	AD Housing Management/ Head of Income Management
	Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance	Lettings to change the offer letter to state that rent should be paid in advance.	Mar-23	Feedback from Legal Advice on 21/2/23 see no challenges with requesting rent payment in advance. The next step is to brief Cllr's Carlin.	A week's rent payment in advance for all General Needs new tenancy sign-ups.	Lettings Team and Voids Team	AD Housing Management/ Head of Income Management
		Undertake analysis of the impact of reduction of Discretionary Housing benefit payment cases and provide financial support to reduce debt.	Jun-23	Not Started	Help Support residents unable to access DHP	Housing Benefit Team	AD Housing Management/ Head of Income Management
		Review garage arrears processes including internal payments	Feb-23	Processes reviewed on 22 Feb 23 for rent increase letters not to be sent directly to other teams. Agreed for rent increase to be sent via excel spreadsheet. Quarterly bill to be sent to Head of Service for payment through journal transfer.	Streamlined process	Estate Services/ Mech and Engineering Team	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance		Undertake analysis of the impact of moving from Housing Benefit to Universal Credit payment cases and provide proactive financial support to reduce debt.	May-23	Measures are in place for moving from Housing Benefit to Universal Credit; Processes to be reviewed	Better understanding of UC Impact	DWP/Housing Benefit Team	AD Housing Management/ Head of Income Management
		Reduce £95K in suspense account	Ongoing	£83,398.42 as at 1st March 23. Amount constantly changing due to HB schedules	Reduction in amounts on suspense accounts		AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Focus on improving our collection rates, reducing debts and sustaining tenancies across all tenure types to at least industry median performance	Establish and confirm total Former Tenant arrears, cash collection targets and seek tracing solutions or write off debt untraceable debt	May-23	FTA confirmed for HRA Bad Debt provision for 2021/22 of £19,402,794.64 and GF Bad debt provision for 2021/22 of £15,127,197.16.	Reduce FTA and increase collection.		AD Housing Management/ Head of Income Management
		Review Legal Services SLA and use external legal firms to enhance capacity for enforcement	Apr-23	SLA reviewed. Initial contact made with Head of Legal on 1st Feb 23. Advised outsourcing can go ahead from panel of approved law firms.	All court referrals processed in a timely manner	Legal Team	AD Housing Management/ Head of Income Management
1	System Enhancements	Promote and embed a strong payment and income management culture performance management In Housing and other services .Develop performance management culture in income team and across other services where all front line staff take "ownership" for collections	May-23	Weekly performance huddle in place.	Improvement in rent collection and targets been achieved.	Northgate Training	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
System Enhancements		Complete budget approval form and necessary documentation for Rent Predicative tool	May-23	Not Started	Procure a rent predicative tool.	Finance	AD Housing Management/ Head of Income Management
		Health check review on weekly income performance report - confirm tenures, groupings and performance information are accurate.	Nov-22	Review completed in November 22. Review identified separate reporting groups for supported housing and Commercial hotels.	All tenures in right grouping to report accurate performance information	HIT	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
System Enhancements		Improve and modernise front line service approach including launch of text messaging, rent statements and perform; Utilising data and technology more effectively to "proactively" help customers reduce their debts.	Nov-22	Completed. Phase text launch started with TA - 1900 txt on 10/11/22, 496 on 11/11/22, 496 on 11/11/22.	Contacts from residents about their arrears	HIT	AD Housing Management/ Head of Income Management
		Income Recovery process is manually driven. Automation of letters to be loaded on to NPS	Apr-23		Time saving to have letters automatically generated and action taken.	HIT/Contact Centre	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	System Enhancements	Utilising data and technology more effectively to "proactively" help customers reduce their debts	Ongoing	Monthly Money Management workshop in Business Lounge Wood Green Library to advice. Last workshop on 28 Feb 23 attended by 5 residents. Weekly Arrears risk report to identify those with high arrears.	Time saving and targeted those with high needs	Customer Service/ Income Team/ Tenancy Management/ Supported Housing	AD Housing Management/ Head of Income Management
3	Improve Rent Arrears Communication	Reduce fuel and debt poverty and maximising income to residents by assisting with sign positing to debt advice and benefits.	Ongoing	Ongoing working relationship with LEAP (Local energy advise partnership). 227 referrals between April 22 and Jan 23 has been made to LEAP. Referral from financial inclusion team has led to energy advice with bill savings of £37,340.96.	Reduction in debt and minimising impact on arrears	Customer Service/ Income Team/Tenancy Management/ Supported Housing	AD Housing Management/ Head of Income Management

Income Management and Collection

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
Improve Rent Arrears Communication		Publish more awareness rent arrears campaign highlighting the risk of non payment of rents to tenants	Jun-23	Christmas Pay Your Rent Campaign in Nov 22. Campaign went live via Haringey website and emails to resident about their arrears	Reduce impact of non-rent payment	HIT/Comms Team	AD Housing Management/ Head of Income Management
		Maximise customer access to income management teams. Introduce Home Visits	May-23	Home visits ongoing but numbers of home visits is low and need to increase	Establish more contact in line with Pre-action court protocol.	Estate Services	AD Housing Management/ Head of Income Management
		Develop joined up working - with tenancy, lettings, voids, housing demand and legal to promote a holistic approach to income collection in sharing information.	Dec-22	Meeting and conversations are already in progress and ongoing. Tenancy - joint working taking place relating to unauthorised occupants, abandoned tenancies, deceased accounts to ensure timely action been taken. Lettings - conversations has taken place ensuring Housing benefit form is completed at sign-ups and setting up process for rent payment in advance. Legal - progressing cases to court in a timely manner, providing legal advise and ensuring service level agreement is adhered to. Housing Demand in negotiating for housing benefit to be completed at sign-ups to avoid arrears.	Help each team to meet its KPI targets.	Demand, Tenancy, Lettings, Voids Team	AD Housing Management/ Head of Income Management

Improved Home Ownership service

At the pre-sale stage, the Council should offer a face-to-face meeting to discuss leasehold ownership. At this meeting, good quality information should be provided on what the responsibilities are under the lease. The Council should also provide a pre-sale enquiry pack which should include a copy of the lease agreement, details over major works over the next five years, a leaseholder handbook and bespoke fact sheets covering service charges, major costs and methods of consultation.

After sales, the Council should provide a welcome pack that includes contact details, how to report a repair, and imminent major works and the likely costs.

The Council should supply details of planned major works at least five years ahead of the work. This should include a description of the works, a timeline, the reason for the works, the estimated costs and repayment options.

Finally, where the lease allows, the Council should regularly supply details of funds available and whether they will cover anticipated costs of major works.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Introduce Service Charge Calculation Automation							
	Implementation of property purchase and service charge module	Improve Actuals calculation methodology (automated)	Start date - April 2023 End date - April 2024		Reduction in complaints/disputes	Leasehold Module and Finance Team	AD Housing Management/ Head of Home Ownership Services
		Leasehold Service Charges - automated process set up			Service Charge module in utilised and moved away from access database		AD Housing Management/ Head of Home Ownership Services
		Improved collection/improved efficiency and consistency and accuracy in billing.			% of day to day Leasehold service charges collected		AD Housing Management/ Head of Home Ownership Services

Improved Home Ownership Service

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (\$)
		Reduce aged debt to plateau level – PRIORITY to collect and write off			% of aged debt		AD Housing Management/ Head of Home Ownership Services
	Improve Leasehold Satisfaction	Revive Leasehold Forum, satisfaction surveys and improvement plan	Sep-23		Satisfaction survey and new Leasehold Forum		AD Housing Management/ Head of Home Ownership Services
	Improve Leasehold Satisfaction	Regulatory changes - compliance with consumer standards and new Tenant Satisfaction Measures – Leaseholders			Recommendations implemented (Housemark review)		AD Housing Management/ Head of Home Ownership Services
		Service Charges – ensuring charges are accurate and provide value for money					AD Housing Management/ Head of Home Ownership Services
		Professionalising the role - Leasehold accreditation training for Homeownership staff – recognised National Accreditation via IRPM			IRPM membership		AD Housing Management/ Head of Home Ownership Services

Improved Home Ownership Service

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (\$)
		Clear and widely available policies and procedures available which reflect good practice. All staff trained on processes and consistent service delivery in place. Leasehold policies and process and train leasehold compliance team to tackle non compliance with lease (e.g. ASB, HMO licencing etc)	23-Dec		Complete suite of Leasehold P & Ps		AD Housing Management/ Head of Home Ownership Services /Head of Service Improvement
	Increase Capacity in Homeownership Service	5 additional staff are required. 1 to assist with system implementation, 3 Officers and 1 policy resource required to draft process and deliver training	23-Jun		Full team		AD Housing Management/ Head of Home Ownership Services

Improving Estate Services and Neighbourhood Standards

A good estate service will ensure a safe, secure and pleasant environment for residents. The range of services includes matters such as cleaning and repairs of communal areas, boundary issues, grounds maintenance and general use of communal areas. A good estate service will have clear policies and procedures setting out how it manages estate issues. These policies and procedures should include a schedule of all activities undertaken together with their frequency. These schedules need to be robustly monitored in relation to frequency and quality.

Finally, a good estate service would organise walkabouts between ward councillors, housing staff and resident representatives to identify issues of concern

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improve Estate Cleaning Service, Communication and Estate Safety and Parking							
	Improved Service Offer	Launch Deep Cleaning programme on Estates and Blocks	Aug-23	Draft business case completed, presented at SMT March 23	% of estates graded at Excellent or Pass by Estate Services Team Leaders Overall Grade	Approval / Recruitment	AD Housing Management/ Head of Estates & Neighbour-hoods
		Communicate Service Standards and Cleaning schedule to residents	Aug-23	Standards photo guide created and available on website. Previous months grading available on the website. Cleaning schedules posted on noticeboards.	% of estates graded at Excellent or Pass by Estate Services Team Leaders External areas		AD Housing Management/ Head of Estates & Neighbour-hoods
		New policy, process and service standards with benchmarked measures	Sep-23	Suggest this is changed to Estates & Neighbourhoods Strategy, and policy on Maintaining and Improving Neighbourhoods in line with the regulatory standards and the recent gap analysis.	% of estates grades at Excellent or Pass by Estate Services Team Leaders Grounds Maintenance		AD Housing Management/ Head of Estates & Neighbour-hoods

Improving Estate Services and Neighbourhood Standards

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Develop satisfaction survey(s) and methodology on approach and response to feedback including roll out.	Jun-23	Draft questionnaire completed		Input from Resident Engagement Team and sign off from CCG	AD Housing Management/ Head of Estates & Neighbourhoods
		Review estate inspection process and service standards in line with new regulatory standards and TSM	Mar-24	Gap analysis undertaken by Housemark - review/agree recommendations and implement to bring process in line with regulatory standards.		BI Officer required	AD Housing Management/ Head of Estates & Neighbourhoods
	Enhances safety in estates and reduction in ASB	External review of the Concierge Service, looking at modernisation, service improvement, VFM, taking into account resident feedback	May-23	Specifications drafted and procurement completed 28 Feb		Outcome of review will likely lead to a service improvement plan which may require additional funding	AD Housing Management/ Head of Estates & Neighbourhoods

Improving Estate Services and Neighbourhood Standards

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Expansion of Estates Watch (Imperial Wharf, Albany & Culross, Cordell House, Church Rd, Sir Fredrick Messer)	Mar-23	Albany & Culross –on site, phase one completed Jan, full completing scheduled for end of March; Imperial Wharf –completed and live December 2022; Cordell Hse – On site, due for completion March 23; Holcomb Rd – completed 10 February; No funding available for Sir Fredrick Messer and Church Rd at present.		Funding	AD Housing Management/ Head of Estates & Neighbour-hoods
		Deliver new estate parking scheme in partnership with the Parking Team, moving to traffic management orders	Oct-24	Draft PID completed, Draft (amended), Cabinet report completed. Proposed Cabinet is June 2023		x2 lead member sign off. Financial viability for HRA account and Parking Services	AD Housing Management/ Head of Estates & Neighbour-hoods

Improving Estate Services and Neighbourhood Standards

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Improved Estate Parking	Review Grounds Maintenance service on all HRA Land	Sep-23	Benchmarking exercise-initiated February	SLA	Feedback from other boroughs/providers	AD Housing Management/ Head of Estates & Neighbour-hoods

Building Safety and Compliance

Good property compliance is essentially where the Council meets all its statutory and regulatory objectives and have robust inspection programmes and follow-up works undertaken in a timely manner. A good service would also have performance and assurance, excellent data management and competent staff. A good service is also supported by a safety culture which includes collective beliefs, attitudes, perceptions and patterns of behaviour that define the organisation's approach to risk management and health and safety.

Although the focus of attention should be on the BIG SIX compliance areas (gas, electric, fire safety, asbestos, legionella and lifts) a good compliance function would monitor performance against a wide range of other performance indicators.

A good service would also focus on meeting the obligations contained in the Building Safety Act (2022) in relation to buildings over 18m in height.

A good service would also be supported by good governance arrangements which would include: robust decision making processes; direction, control and accountability; ways of managing key risks; challenge, scrutiny and reporting.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Improved Compliance							
	Improve Property Data and Information Management (Establish a Single Source of data across all systems to support the compliance activities and managing the building safety programme).	Establish following: Business Data Model; Property Data hierarchy and structure; Data Infrastructure landscape; and Property Data Terminology.	Agree high level project plan and finalise scope for associated data architecture project by March 2023	The Data Architecture & Infrastructure review and strategy consultant brief has been developed and shared with the relevant Board members for review. The document sets out the overall aim of the assignment which is to review both our key ICT systems and manual systems currently used to store and extract property data to operate and deliver our services to residents. This exercise will also feed into and support the requirements of the Golden Thread, via a single source of truth from a master dataset and system. The Golden Thread of Information is our latest and additional workstream agreed by the relevant Board.		Data architecture (project).	AD Property Services / Head of Residential Building Safety

Building Safety and Compliance

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Compliance Management (The provision of an appropriate system to manage and report on performance initially against the 6 key compliance areas of Fire, Asbestos, Legionella, Gas, Electrics and Lift safety).	Commence procurement of the Compliance Management System by March 23. Implementation to follow in 23/24.		approved recommendations to start the procurement of a suitable Compliance System to meet our service requirements and our statutory obligations. As a result, preliminary procurement activities have commenced with seeking confirmation of the budget source with Finance; liaising with the Procurement Team to establish process (FRAEW Procurement Initiation Form) and querying with Legal to ascertain type of contract format to be considered (potential provider standard T&Cs vs. contract drafted by our legal dept) before commencing the procurement journey.		Procurement process and legal framework.	AD Property Services / Head of Residential Building Safety
	Produce a Building Safety Strategy (to help establish a compliance culture to encourage responsibility and establish accountability across the organisation regarding building safety)	Complete consultation around the Building Safety Strategy development and adoption in readiness of presenting the document to at Cabinet (date TBC)	Date TBC	In progress – Completed the initial draft of the Building Safety Strategy. The document is going through peer review. It is intended that the document will be submitted to Cabinet – date TBC..		Staff availability for training	AD Property Services / Head of Residential Building Safety
	Resident Engagement & Communication - improve and facilitate meaningful 2-way involvement of residents in the management and safety of the buildings in which they live.	Resident Engagement Building Safety Strategy and Kenneth Robins House specific Building Safety Resident Engagement Strategy completed as part of the pilot.	TBC	In progress – Develop building specific Resident Engagement Strategy for Kenneth Robins House, under-pinning the Building Safety Resident Engagement Strategy, that ensures that residents in each building are able to engage and be engaged in a meaningful and co-productive way specific to the physicality, location and occupancy of their individual building and needs. The document required further amendments and consultation before being sent to Plain		Full resident engagement	AD Property Services / Head of Residential Building Safety

Building Safety and Compliance

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
				English. Revised target for pilot strategy for Kenneth Robins House.			
	Deliver a pilot safety case that equips the organisation with systems and processes to ensure the safety of high-rise buildings, in line with regulatory obligations.	Completion of Building Safety Case pilot by March 2023. Building Safety Case review to follow 23/24.	Completion of Building Safety Case pilot by March 2023. Building Safety Case review to follow in 23/24.	The Pilot Building Safety Case is being developed with a specialist safety case consultancy (Adelard), using the approach and through a licensed software system, (Assurance Safety Case Environment, ASCE). A couple of reports have been presented at last MBS Board which highlighted the required activities for this reporting period: Adelard's close out report covering consultation work in support of the Pilot Safety Case and the provision of mentoring and advice. Adelard draft proposal for additional safety case advice and support – to facilitate the completion of required tasks.		Link to and adoption of workstream 6	AD Property Services / Head of Residential Building Safety

Building Safety and Compliance

Pennington Choice Recommendations			
	Recommendation 1 - Governance and strategic oversight	The Executive Team, Board and appropriate scrutiny panel / committee should undertake a compliance awareness session to fully understand the latest legal and regulatory obligations placed upon them, the common pitfalls to pay attention to and how to provide more effective oversight, scrutiny and challenge of compliance and health and safety documents and performance. This session could incorporate the findings from this Compliance Health Check and improve strategic decision making.	This is currently being arranged as part of the arrangements for the Housing Improvement Board
	Recommendation 2 - Governance framework	Review your governance framework and structure for overseeing property compliance to simplify reporting lines and clarify responsibilities, accountabilities and formal approval processes.	This has been completed. New governance proposals are outlined in the Improvement Plan
	Recommendation 3 – Property compliance strategy	Develop a property compliance strategy to provide clarity around what Haringey is seeking to achieve. Your objectives could be around cross cutting themes such as, improved data, systems and automation, operational team structure and staff training and development. Or area specific such as, completing the electrical safety catch-up programme. Whatever your objectives, ensure that you are clear on:	Approach to managing compliance is outlined in our Compliance system outputs report. This will form the basis and will need to be transposed into the current strategy template. Work on strategy document to commence in April 2023
		<ul style="list-style-type: none"> Legal and regulatory obligations, now and in the future; 	
		<ul style="list-style-type: none"> Your overall objectives for property compliance, building safety and resident safety; 	
		<ul style="list-style-type: none"> What actions need to be delivered to achieve these objectives; and 	
		<ul style="list-style-type: none"> How you will demonstrate that these actions are deliverable. 	

Building Safety and Compliance

Recommendation 4 – Data validation	Carry out a full data validation exercise to gain assurance around all property assets, compliance programmes and records. This will ensure asset data held in Northgate is fully reconciled with the compliance spreadsheets. This should be a coordinated exercise across all compliance areas and will enable you to understand and clarify your compliance position. It should include the following stages:	Project agreed and commenced with Pennington Choices ahead of implementation of new compliance work books.
	1. Download the full asset list from Northgate into a data validation workbook. This should include any properties with a third-party arrangement in place.	In progress for target date of 6 th April
	2. Confirm which properties will or will not be subject to each compliance regime, and record as such. All properties should be defaulted to require an inspection at the start of the process until it can be evidenced that they do not need to be on the programme.	Target date 15 th May 2023
	3. Where it is established that a property does not need to be included on the programme, record the evidenced based reason.	Target date 15 th May 2023
	4. As a confidence check, validate a sample of compliance records to ensure they are valid and in date.	Target date 9 th June 2023
	5. Quantify any compliance gaps to formulate an appropriate plan for completion.	Target date 16 th June 2023
Recommendation 5 – Compliance workbooks	Following the validation, use fit for purpose compliance workbooks as in interim measure until you have implemented your chosen compliance management system. The workbooks will provide absolute clarity around your compliance position and will provide an automated front page report.	TBC from 16 th June 2023
Recommendation 6 – Changes to asset list	After completing the data validation exercise, you should establish a formal and documented process to regularly reconcile changes to the master asset list within Northgate and each compliance programme, to ensure asset and compliance data remains accurate and up to date.	TBC from 16 th June 2023
Recommendation 7 – Reporting	Update the compliance report to be received at management and governance levels. The report should be driven by the properties held in Northgate with a standard approach across each property type (domestic, communal and others) and each compliance area. Progress with completion of follow-up works should also be monitored (for example, all fire risk assessment actions).	To be agreed by new Building Safety & Compliance Board.
Recommendation 8 – Policy principles workshop and policy development	The Executive Team and technical team members should attend a facilitated session to agree policy principles (obligations, inspection programmes, follow-up works, contractor competencies, KPIs, and so on). The output of this session will be used to draft six separate policy documents which should be approved through your updated governance framework, subject to version control and reviewed every two years (or sooner, if there is a change in legislation, regulation or other approved guidance).	Approach to be confirmed through Building Safety & Compliance Board and should feed into new Compliance strategy.
Recommendation 9 – Process maps and procedures	Following approval of the newly developed compliance policies, create supporting process maps and procedures to provide the detail for how end-to-end processes will be delivered, including clarity on milestones, timescales, roles and responsibilities. Procedures should include contract delivery and confirm how operational performance and compliance will be monitored. Each procedure should ensure that operational leads and supporting team members are clear on what they need to do.	Subject to Rec 8 above – Will also inform new compliance system

Building Safety and Compliance

	Recommendation 10 – Training and competence	1. Produce a qualification and training matrix that includes all those involved in compliance programme delivery and management. Training identified must align with your newly developed policies and procedures and updated operational arrangements.	Training matrix has been developed via MBS programme. Governance process and approvals for resources and commitments TBC. Proposal going to Housing Board on 18th April 23
		2. Ensure competence gaps are addressed through attendance at relevant compliance courses, such as, Level 4 VRQ Diploma in Asset and Building Management Compliance, LEIA Practical Management of a Lift/Escalator Contract, NEBOSH Fire Safety Certificate (or equivalents).	Appropriate programmes of training and development to be identified and funded subject to governance process.
	Recommendation 11 – Contract management	1. Ensure all compliance contractor performance meetings are client-led and documented through agendas and minutes. Delivery should be scrutinized and monitored against key performance indicators.	Initial Contract Management training proposal received from consultants.
		2. Implement a formal process of annual contractor competency checks (accreditations, qualifications, insurance, and so on) to ensure contractors continue to have the technical competence required to undertake the compliance activity. This process should be recorded and documented for all compliance programmes.	To be progressed to be developed at team away-day planned for May 23
	Recommendation 12 – Resident communication	1. Develop and implement an ongoing resident communication campaign to share key messages around resident health and safety, and all areas of property compliance.	Currently developing a matrix of information and timescales to create a forward plan for communications. Target date for issuing of first comms is June 2023
		2. Ensure your communications plan is accessible to all, including those without access to the internet, those who do not have English as their first language or those with disabilities and impairments.	Currently developing a matrix of information and timescales to create a forward plan for communications. Target date for issuing of first comms is June 2023
	Recommendation 13 – Internal audit	1. Ensure that your internal audit regime reviews all six compliance areas at least once every two years, and as a minimum, establishes whether Haringey is compliant with its legal and regulatory obligations.	Internal Audit processes will be followed, and an agreed timeframe established to manage audits
		2. Ensure that your internal auditor has the required levels of competence and knowledge of legal, regulatory and best practice compliance obligations to provide a meaningful assurance report.	Internal Audit have confirmed they access to specialist housing resources to manage this

Building Safety and Compliance

c	Recommendation 14 – Gas and heating safety	1. Ensure gas safety records for communal boilers are displayed in communal areas (legal requirement).	Complete. - Now installed and displayed at all sites. A central evidence log is being created with photos of the documents on display.
		2. Include the smoke and carbon monoxide programme within the data validation exercise (Recommendation 4) to provide assurance in this area and demonstrate compliance with the Smoke and Carbon Monoxide Alarm (Amendment) Regulations 2022 which came into force on 1 October 2022.	Carbon monoxide alarms have been installed/issued via the gas safety contract and due to complete the programme by 14 th April 2023. Smoke alarms are being upgraded via the EICR programme and due to compete by end of May 2023, subject to access.
		3. Agree how you will confirm if you own properties with solid fuel or oil-fired appliances (or other types of heating) and decide how you will manage these risks (which should be documented in your updated gas and heating policy).	New process and procedure to be written and implemented - by June 2023
		4. Where there is a gas supply within a communal block, undertake DSEAR[1] risk assessments to understand the risks around dangerous substances and explosive atmospheres..	Estimated average cost of £2k per building x c1500 blocks (potentially £3.75m in total) Procurement project and programme required.
	Recommendation 15 – Electrical safety	Develop a detailed catch-up programme project plan, with appropriate milestones, to clearly show how you will achieve the March 2023 target date. Ensure you also consider properties due to expire throughout the duration of the programme.	Project plan in place. Target date for full recovery is December 2023. c 6-months after the original target date of June 23. Progress tracked weekly following self-referral to regulator.
	Recommendation 16 – Fire safety	1. Ensure the FRAs completed by internal fire risk assessors are 100 per cent quality checked to provide assurance around the quality and consistency of FRAs.	Completed – cross checking between in-house assessors has been implemented.
		2. Consider allowing all properties on the FRA programme to receive a Type 3 assessment (which includes going into a sample of flats) as a best practice approach.	New processes and procedures drafted. Target is to carry out Type 3's where access is given to all high rise blocks initially. Additional budget pressure and resources requirements to be quantified and agreed via Building Safety & Compliance Board.

Building Safety and Compliance

	Recommendation 17 – Building Safety	Due to the number of higher-risk buildings you own (43 as defined under the Building Safety Act 2022), the stringent duties you will have for these buildings, and based on your existing management of property compliance, we recommend that you commission a building safety gap analysis to ensure you are prepared for what is required as a Principal Accountable Person from April 2023.	Recruitment for key posts currently being undertaken to progress this
	Recommendation 18 – Asbestos management	Develop a clear strategy for managing asbestos in domestic properties, including your approach to voids, reactive repairs and planned maintenance, working towards holding data for 100 per cent of properties.	The current strategy set out within the current management plan will be reviewed. A business case setting out the potential additional cost and resource requirements will be submitted to the building Safety & Compliance Board for decision in June 2023
	Recommendation 19 – Water hygiene	Establish a risk-based approach to managing water hygiene in domestic properties which is documented in your newly drafted policy. For example, complete archetypal LRAs to ensure you understand the potential risks associated with these properties. Best practice is to conduct a five to ten per cent sample based on archetype, although the sample size may need to be increase depending on the findings of the initial assessments.	Legionella management plan to be reviewed and updated - August 2023
		You should also consider your approach to void properties and resident communication.	Legionella management plan to be reviewed and updated - August 2023
	Recommendation 20 – Lift safety	Consider including domestic properties with lifts on the thorough examination programme as best practice. This will enable you to meet your wider health and safety obligations under the Health and Safety at Work etc. Act 1974 and provide assurance around some of your most vulnerable customers.	Additional budget pressure and resources requirements to be quantified and agreed via Building Safety & Compliance Board. Also need legal and insurance advice - September 2023

Asset Management

Good asset management is about guiding the future shape and direction of the property assets to ensure that they meet corporate objectives and customer expectations. Good asset management goes beyond investing in good planned improvements to the Council's housing stock. It must consider quality and value for money, particularly the whole life of a home and how future running costs will affect customers. It is also about ensuring that the Council meets its statutory obligations including Decent Homes Compliance.

At the heart of good asset management is robust and reliant data. It is therefore imperative that the Council has accurate information about its stock. Good practice would suggest a rolling programme of stock condition surveys with 20% of the stock surveyed every year. This data needs to be loaded onto an asset management system which is updated as and when planned maintenance works are carried out.

The stock condition data, complemented by historical repairs information and local knowledge on the ground, should inform a planned maintenance programme. A good asset management function would produce a 5 year capital programme which would give certainty to both contractors and residents and deliver far better value for money than annual programmes. It would also include requisite building safety and decarbonisation works

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Investing In Our Stock							
	Asset Data and Stock Condition Survey - revise the programme to reflect external funding environment	Improve programme governance including capital controls and reporting etc. Clear programmes in place available to all - clear understanding when homes will receive works. This assists with S20 process too.	23-24 programme to be produced by April 2023 - Revise 5 year plan by June 2023	Has been revisited recently as part of the business planning process	Stock decency KPI	Major Works programmes relationship with Building safety activity and potential retrofit works	AD Property Services / Head of Asset Mgt & Programmes

Asset management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Asset Data and Stock Condition Survey - Hand over processes and procedures for new build properties.	Plan to be developed as part of the asset and compliance data reporting project. Consistent and clear processes in place for all staff clearly identifying roles and responsibilities leading to faster lettings and greater customer satisfaction.	Golden thread and asset and compliance system to be developed to ensure consistent data hierarchy - current draft dates; Research/data cleanse March/April 2023 Scope sign off April May 2023 Further system options review May June 2023 Implementation phase Autumn 2023	Delayed by changes in key personnel.	Stock decency - TBC	Staff engagement work needed to ensure new procedures are followed.	AD Property Services / Head of Asset Mgt & Programmes
	Energy Strategy Delivery - Procure retrofit contract for 200 homes	Contract procured successfully and let within budget.	Jun-23	Service connect review has been undertaken. New module has been approved for purchase. Improve plan to be implemented including reviewing dynamic scheduling capability which is currently switch off. Risk around Union view of tracking.		Procurement process and legal framework. Budget availability and contractor availability.	AD Property Services / Head of Commercial & Contracts

Asset management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Deliver the Energy Strategy	Strategy in place that reflects Council's aims and vision for its housing stock and meets good practice. Strategy widely available to all key stakeholders. Strategy leads to reduced fuel poverty and increase in efficiency of stock.		Major works actions programme and volumes reviewed and recommendation to implement additional programmes being reported to November Placemaking and Housing Board. Awaiting structure to be set up in SAP. New recruitment process preliminary authorisation stage now in place subject to agreement by the Exec Team, which is likely to add further time to the process if posts are agreed.		Staff resources & SHDF Bid failure	AD Property Services / Head of Asset Mgt & Programmes
	Asset Management System project	Development of systems requirements. Procure system and implement..	TBC	Further onboarding of Interim Solution iAuditor. (procurement itself delayed due to need to align with data architecture project.	Stock decency KPI	Data architecture project.	AD Property Services / Head of Residential Building Safety
	Deliver the Asset Management Strategy	Develop strategic plan in place for achieving decent homes and ensuring homes and estates are safe which is clear to both members, staff and residents.		(From Property Service Improvement Plan - needs update).	Stock decency KPI		AD Property Services / Head of Asset Mgt & Programmes/ head of Major Works

Policies and Procedures

Good governance is the keystone of an effective social housing provider and has been the focus of regulatory oversight for many years.

A major part of good governance includes having internal policies and procedures that ensure an appropriate system of controls and checks is in place. For such policies and procedures to be effective in allowing the Council to achieve good governance, they need to be user-friendly, practical and clear.

There also needs to be a comprehensive list of all such policies and procedures with regular review dates and an individual assigned to undertake that review.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
Policies and Procedures							
	Review and updating of policies, procedures and strategies	Policies and procedures are reviewed and developed with resident input. New processes and policies reflect good practice, all legal frameworks and are embedded and carried forward by staff leading to consistency of service delivery. All policies and processes centrally stored and easily accessible for all staff.	Mar-24	Recruit resource to ensure all policies and processes can be revised.			Operational Director of HSBS / Head of Service Improvement
	Staff able to raise repairs without going through the call centre (Easier access for staff to service and potentially better customer service.)	TBC	31-Jan-23	Partially complete - business case to be approved. Scope widen which required review			AD Property Services/ Head of Repairs

Police and Procedures

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Ensure there is a clear and understood process for reviewing and varying jobs (Consistency of process and clear process adopted for all.)	TBC	31-Jan-23	Variation process has been reviewed and will fully rolled out by the end of January.		Staff engagement	AD Property Services/ Head of Repairs
	Have a robust understanding of the Housing Landlord Services adherence against the regulator standard sand areas for immediate improvement to avoid regulator intervention.	Procure external resource to undertake an independent assessment against the social housing regulator standards.	Feb-23	Project commenced 5 December - for 7 week period.		Budget	Operational Director of HSBS / Head of Service Improvement
	Review all current tasks remaining with former Client side team and agree areas of service these should be assigned too (Tasks reassigned to more appropriate areas of service leading to streamlining and decision making by correct managers and officers).		Oct-23	List of tasks identified.		Potential resource issues within service areas.	Operational Director of HSBS / Head of Service Improvement

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
CULTURE							
	Target Operating Model for Repairs and Maintenance to be agreed (Model in place reflecting Council core business vision and strategic objectives).	Review and agreement of Target Operating Model at board meeting via governance – March 2023	Mar-23	Discussions have taken place to understand what is required for a repairs service. Results were also incorporated from the resident engagement survey. Following this a Target Operating Model has been drafted, and is currently being reviewed by Senior officers.	Cheryl Baker		AD Property Services/ Head of Repairs

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Staff Engagement Survey conducted with minimum of 60% response rate to establish base line followed by climate surveys to monitor improvements	Campaign to gain trust before survey and prep managers on the actions needed to boost response rate and address concerns. Survey to be incentivised initially to help the promotion			60% response Rate	OD Capability	
	Management Training developed and launched to all manager to build capacity of knowledge about employee engagement and its drivers	Training to be made compulsory for all manager and team leaders					
	Training, retention and development of staff. Harmonise HFH & Council salaries						
	Procurement of LMS system that supports employee engagement drivers and promote independent learning						
	Annual Staff Conference to share vision and launch org annual plans and share corporate objectives with participatory elements to						

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	include staff feedback and input						
	Quarterly leadership forum with keynote speakers where applicable to support an org culture that helps the delivery of the corporate objectives						
	Review and relaunch of appraisal system to ensure measurements of performance support employee engagement drivers with direct links to L&D						
	Develop a peer mentoring system to support the development of staff and management capabilities						
	Agree and launch a leadership development programme to develop talent with clear progression routes						

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Develop and launch a visual housing specific corporate plan that links in to the wider council plan to support the process of objective setting that demonstrates the golden thread						
	Agree and formalise a process of action planning involvement from staff following the publication of the engagement survey results						
	Develop a feedback mechanism for managers to action results of eng survey that are below the agreed engagement index targets						
	Develop Recruitment processes that are based on values to ensure Org Cult is consistent						
	Develop a process of succession planning to maintain high levels of service and customer satisfaction						

Culture

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Develop a Reward and Recognition mechanism based on the org values and in support of employee engagement drivers						
	Develop a process of conducting onboarding and exit interview with feedback used to improve employee retention						

Sheltered Accommodation

A good supported accommodation service would mean that residents of supported housing would have safe, appropriate accommodation which meets their needs, and which delivers positive outcomes, whether this means living as independently as possible or moving onto more independent living over time.

Good supported housing would also provide value for money for residents and the Council whilst recognising that costs can be more expensive than in general needs housing due to specialised requirements. To achieve this it is important to assess local demand for supported housing, plan effectively for the required provision and to deliver accommodation which is good quality and value for money.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Raise profile of Support & Wellbeing service following move back into the Council by establishing a clear and specific communications strategy	Finalise residents welcome pack. Update and distribute service blue print to partners and stakeholders.	Welcome pack finalised and printed by July 2023. Blue print updated and distributed April 2023.	Welcome pack first draft completed and with coms service. Blue print completed and will be distributed by April 2023		Yes based on coms team resources	AD Housing Management/ Head of Support & Well being
	Conduct an in depth service review in order to establish current service capacity following changes in tenant demographic	Complete a business case, Complete service user in depth needs analyses	Business case by March 2023. Commence service review second quarter. Share findings and get approval of any changes October 2023. Start the process and complete changes March 2024	Project being scoped - not initiated as yet.		No	AD Housing Management/ Head of Support & Well being

Better Neighbourhood and Tenancy Management

A good tenancy management service would deliver effectively on a range of objectives both for the Council and its tenants. These would include the following elements:

- -tenancy enforcement
- -promoting tenancy sustainment
- -formalising community investment activities
- -encouraging interaction with the Council
- -encouraging independence
- -encouraging independence
- -providing further support to enable tenants to reach their goals

Good housing providers have already introduced pre-tenancy training, fixed term tenancies or other forms of tenancy management.

A key part of this function is to undertake annual visits to tenants to identify potential tenancy fraud, tenants with vulnerabilities and monitoring introductory tenancies.

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
State of Nation Objective- Better Management							
	Improve Housing Management visibility on patches/estates	Introductory Letter from Housing Officers and Housing Liaison Officers to all residents explaining their role and providing contact details and setting out service standards	30/04/2023				AD Housing Management/ Head of Support & Well being

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		All estates to have a Neighbourhood Improvement Action Plan with a local budget with active residents engaged in the development of the action plan					AD Housing Management/ Head of Estates & Neighbourhoods
		Notice Boards to be updated with cleaning and grounds maintenance specification and frequency, estate walkabout and contact details					AD Housing Management/ Head of Estates & Neighbourhoods
		Establish suite of Performance indicators for Housing Management Service	31/03/2023				AD Housing Management/
	Service Review	Review scope and reporting lines of the Resident Engagement Service	30/06/2023				AD Housing Management

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Resident Safety	Consider the option for establishing a Resident Vulnerability Team	30/09/2023				AD Housing Management Head of Tenancy & Community Services/Head of Support & Well Being
		Review Housing ASB Service and Corporate Enforcement Service Offer on HRA land	31/12/2023			HQN/Enforcment	AD Housing Management Head of Tenancy & Community Services/
		Implement recommendations from the Housemark Review	31/03/2024			External consultant	AD Housing Management Head of Tenancy & Community Services/
		Ensure all high rise buildings have a Personal Evacuation Plan for vulnerable residents and establish project team	30/06/2023			Temporary staff	AD Housing Management Head of Tenancy & Community Services/

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Review complaints/FOI/Member process.	Identify out-of-hours patrol service to improve response to ASB on estates (e.g. Parkguard) in conjunction with Tenancy and Enforcement. Improve safety on estate and reduced ASB through regular patrols OOH	31/07/2023			Parkguard and Internal procurement process	AD Housing Management Head of Tenancy & Community Services/
		Streamline processes. Introduce effective monitoring to drive performance. Establish process to consistently meet targets and ensure follow ups to enquiries.		NB Council system being procured, but local approach in place but requires further work. Central Admin Team have set up and monitor responses via spreadsheet and send diary invites to Officers to ensure timely replies. Discussion with NA to ensure follow up issues are picked up and monitored. The Team need to own this and follow up Monthly. In addition, further analysis to happened to understanding trends learning points and procedural changes.	Complaints KPIs	Need to agree approach with corporate centre. /Service Improvement resource	AD Housing Management Head of Tenancy & Community Services

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Review approach and management of Tenancy Checks (Audits)	Establish and embed robust procedures that meet good practice. Tenancy check assist with reducing tenancy fraud and ensure best use of made of the stock. Data from Household checks is updated and uploaded to the Housing Management Database ensuring resident information is up to date.	Oct-23	TBC	TBA	Resources to deliver new processes	AD Housing Management Head of Tenancy & Community Services
	Review approach and management of Introductory Tenancies	Establish robust procedures and embed with staff to ensure effective management of introductory tenancies. Establish process to ensure tenancy conditions are effectively managed and secure tenancies not informally created via lack of management.	Oct-23	Not started	TBA	Resources to deliver new processes	AD Housing Management Head of Tenancy & Community Services

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
		Improved PR for organisation and improved customer satisfaction and estate standards. Officers more accessible to residents.	TBA	HOs & HLOs are on site visiting residents at least 2 day per week. This will be reviewed. Estate inspection programme commenced July including joint working with the Estate Services Team. Surgeries being held on some areas in both East and West. We will be doing an analysis of where these are not happening and deciding what additions are required. Attendance at the recent re-introduction of the quarterly Supported Housing Improvement Forum working with Helidon's team. Working closer with BWF team to start surgeries and will need an increased presence to ensure Tenant confidence improves.		Lack of staff engagement due to pressures of other work.	AD Housing Management Head of Tenancy & Community Services

Better Neighbourhood and Tenancy Management

Council Priority	Directorate Objective	Key Actions	Target Completion date and key milestone	Progress Update	Performance Indicator	Dependency	Lead Officer (S)
	Develop and implement visibility strategy for housing officers/housing liaison officer	Improved resident engagement and enhanced prominence for the Council and reassurance to residents all leading to improved conditions on estates and neighbourhoods	Oct-23	HOs & HLOs are on site visiting residents at least 2 day per week. This will be reviewed. Estate inspection programme commenced July including joint working with the Estate Services Team. Surgeries being held on some areas in both East and West. We will be doing an analysis of where these are not happening and deciding what additions are required. Attendance at the recent re-introduction of the quarterly Supported Housing Improvement Forum working with Helidon's team. Working closer with BWF team to start surgeries and will need an increased presence to ensure Tenant confidence improves.		Staff engagement and commitment	AD Housing Management/ Head of Tenancy & Community Services / AD Housing Management
	Northgate modules – develop workflows and reports to support the delivery of introductory tenancies, tenancy checks and vulnerability checks.	Streamlined processes - improved performance and customer service consistency	Oct-23	With the support of the HIT Team and housing managers - Completed modules: introductory Tenancy and Tenancy Checks. Near completion: Vulnerability checks - in testing mode.		Staff engagement & ICT Resource and staff embedding new processes	AD Housing Management