

HOUSING STRATEGIC IMPROVEMENT/ACTION PLAN – PROGRESS REPORT

Relevant Portfolio Holder	Cllr Craig Warhurst
Portfolio Holder Consulted	Yes
Relevant Head of Service	Sue Hanley, Deputy Chief Executive
Wards Affected	All
Non-Key Decision - Yes	

1. SUMMARY OF PROPOSALS

This report to Executive Committee provides a further progress report detailing the actions taken to deliver the Housing Strategic Improvement Plan which was originally endorsed in September 2018.

2. RECOMMENDATIONS

The Executive Committee are asked to resolve:-

- 2.1 Executive consider the content of the report and endorse the progress reports for each of the items detailed.**

3. KEY ISSUES

3.1 Financial Implications

3.1.1 There are no new financial implications as a result of this report and the relevant financial updates are contained within section 2 of the Improvement Plan.

3.1.2 The Medium Term Financial Plan for the Housing Revenue Account (HRA) 2020/21 to 2023/24 will be presented to Executive Committee in January 2020.

3.2 Legal Implications

3.2.1 The Council in operating as a social landlord is required to comply with corporate policies, financial regulations, contract procedure rules, statutory returns and regulatory standards set by the Government.

3.3 Background Information

- 3.3.1 Members of the Executive Committee were originally presented with a Strategic Improvement/Action Plan in September 2018.
- 3.3.2 This report and updated plan provides Members with a detailed overview of our progress to date in the delivery of change, improvements and agreed reviews across the whole of Housing Services.

3.4 Section 1: Corporate

- 3.4.1 All of the corporate actions are being progressed with an update/progress report provided for each action.

The cultural change programme within housing and across all our organisation(s) has been launched initially by the means of staff briefings. During 2020 and onwards there will be a whole host of service based team meetings held to develop localised action plans in support of the improvement plan(s) and change programme.

- 3.4.2 Progress on the two senior management reviews in housing is reported as follows:-
- (a) Housing & Community Services Management Team – Completed subject to one manager vacancy.
 - (b) Housing Capital/Property/Compliance team(s) – Currently in consultation with Trade Unions and staff with a planned implementation date from 16th December 2019.

3.5 Section 2: Staffing/Service Reviews

- 3.5.1 The following service reviews have been completed:-

- Housing Options & Advisory Team (Manager post currently vacant)
- St David's House

The next phase of service reviews to be undertaken during 2020 include:-

- Home Support Service
- Housing Management Services/Locality
- Performance Management Team
- Repairs and Maintenance (including gas services).

- 3.5.2 These service reviews will be led by the Senior Service Managers recruited to as a result of the recent management reviews undertaken.

3.5.3 To support the wholesale review of all our Repairs and Maintenance service(s) Ridge Consultancy have been commissioned to provide and support the more detailed work required, alongside our business improvement team. This work to a clearly defined brief includes:-

- Data gathering, verification and industry best practice advice (including work force skills audit)
- Overview of current performance, including challenges and opportunities
- Service delivery options.

3.5.4 Early consideration will be given to the report recommendations and proposals alongside consideration of future gas services as a whole review rather than a review of discrete services.

3.6 Section 5: Compliance and Capital Works

3.6.1 It was reported at the last update to Members that completion of the survey work for a comprehensive stock condition survey was expected by the end of November 2019. It is now anticipated that the survey will be completed by the end of January 2020. Thereafter a five year capital programme will be proposed, however the survey detail to date has provided sufficient information to start to populate a programme.

3.6.2 Regular compliance reports, measures reporting and updates are provided to the Portfolio Holders and Executive Members in the following areas:-

- Fire Safety Order/arrangements
- Control of Asbestos
- Electricity at Work
- Gas Servicing and Maintenance

3.6.3 Ensuring compliance with Health, Safety and Welfare and all relevant regulatory requirements remains of the utmost priority. Significant resource and investment has been made throughout the period of the Improvement Plan and this will continue to be the case in the future.

3.7 Section 9: Housing Management IT System

3.7.1 Details of the current project team and key implementation actions are included in the Improvement Plan. We have procured the Civica CX housing management system with the implementation phase commencing in November 2019. It is anticipated that full delivery of all the procured modules will be implemented prior to December 2021.

3.8 Overview

- 3.8.1 All of the identified areas within the Improvement Plan are being developed, managed and regularly reported.
- 3.8.2 Whilst the Plan(s) remain prioritised and focused on priority areas to ensure that the necessary change and improvements are delivered, they do require a degree of flexibility given the length and extent of the proposals.
- 3.8.3 Heads of Service, Managers and all staff are working hard to ensure the plans and actions are undertaken in a joined up integrated way whilst remaining tenant and community focused.
- 3.8.4 Members will undoubtedly recognise the significant achievements and developments which have been made over the last fifteen months, however also acknowledge that the change and improvement programme whilst progressive is also challenging to deliver.

3.9 Human Resources & Staffing Implications

- 3.9.1 All of the management and service reviews currently ongoing and those detailed over the next twelve months will be undertaken fully in accordance with our agreed Human Resources policies. Full consultation will be undertaken with the Trade Unions and all staff impacted by any review proposal(s).

3.10 Customer/Equalities & Diversity Implications

- 3.10.1 A wide range of people, groups of people and our communities are affected by current and future actions. Specifically tenants, future tenants, leaseholders, residents of the Borough and those seeking support and advice in all housing matters.

4. RISK MANAGEMENT

- 4.1 Risk logs are maintained and regularly reviewed at both corporate and service levels.
- 4.2 The following risks remain categorised as high risk areas for these service(s).
- Failure to effectively manage housing repairs and maintenance.
 - Failure to deliver on compliance, regulatory and health and safety.
 - Financial risks – Housing Revenue Account and General Fund – long term financial sustainability.

5. APPENDICES

Appendix 1: Strategic Improvement /Action Plan – November/
December 2019

6. BACKGROUND PAPERS

- Housing/Housing Revenue Account – Improvement Plan – 11th
September 2018

7. AUTHOR OF REPORT

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