

Council Housing Service - Work Plan 2024/25

A. Tenant Involvement & Empowerment	Timeframe	Officer
1. Work with Customer Voice to implement a new tenant engagement plan reflecting our diverse resident profile and raising resident satisfaction across all service areas in the TSM survey 2024.	Sep 24	NW
2. Work with residents to ensure information on services including on performance is transparently shared in an accessible way (including translation) and increase digital news output along with the newsletter	Ongoing	NW
3. Consult on new service charges and implement as appropriate in particular regarding security and concierge services in response to resident feedback.	June 24	NW
4. Ensure all residents are aware of how to complain and how we can deliver early resolution.	Ongoing	NW/WS
5. Maximise all sources of external investment into the service and Borough. Engage and involve residents in decisions on community investment opportunities linked to social value elements in contracts. Create a community invest panel.	Jun 24	NW/AC
6. Engage residents in procurement activities relating to management and maintenance of the HRA's assets.	Dec 25	NW/AC
7. Regularly review, with Customer Voice, resident engagement and consult on recommendations	May 24	NW/AC
8. Regularly review learning from complaints to continually improve the service raising resident satisfaction.	Ongoing	ALL
B. Support vulnerable residents		
1. Ensure an ongoing system is in place for the updating of personal information boxes in designated blocks reflecting vulnerability needs.	Apr 24	SG/AC
2. Undertake an annual programme of welfare checks to gather information regarding vulnerability and support needs, maintaining vigilance over vulnerable residents living alone and identify residents that need support to ensure access is gained to maintain their home.	Ongoing	NW
3. Record information on vulnerability on Civica CX to enable service design and appropriate delivery at the point of contact and ensure that a system is in place to keep this up to date on an ongoing basis.	Apr 24	ALL
4. Review complaints and MEQs quality & timeliness of responses ensuring vulnerability is accurately, fairly and sensitively managed	Apr 24	NW/WS
C. Homes		
1. Achieve 100% decent stock and develop our planning approach to sustain the decent homes standard and any future home standards by March 26.	Ongoing	AC
2. Deliver focused, value for money capital programmes to ensure the Council's Decent Homes target are achieved and that the building safety priorities are addressed. Maximise funding for decarbonisation by linking to existing investment programmes. Ensuring adequate staffing for delivery and comprehensive resident engagement. Review the decant process to manage intrusive and disruptive works.	Mar 25	AC
3. Consistently achieve all key performance indicators to demonstrate full compliance with landlord health and safety responsibilities, including key building safety requirements. Work on programming to reduce the number of visits to a residents home.	Ongoing	AC

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4. Implement the AMS objectives specifically developing the plan for the decarbonisation of homes in conjunction with external funding.	Sep 24	AC
5. Ensure a responsive, value for money Repairs Service, delivered by the Council's in-house resources and achieving performance that compares to the best of our peers implementing the Repairs Improvement Plan.		AC
6. Review disrepair policy and practice to reduce disrepair claims, increase the speed of resolution and reduce the costs of settlements consider specialist lawyer providers. Utilise resident feedback to continually improve the disrepair service.	Sep 24	AC
7. Assess viability for major investment works using an NPV assessment identifying high cost properties (above £45k) and generating a negative NPV for an options review process.	Sep 24	AC
8. Ensure high quality procurement and contract management, maximizing return on social value (A6 above) and contractor compliance with all corporate policies, including safeguarding and domestic abuse	May 24	AC
D. Neighbourhood and Community		
1. Develop Resident Relationship Anti Social Behaviour Team (RRO ASB team) to deliver successful outcomes for tenants. Build and strengthen relationship with the Community Safety Unit (CSU) to tackle multi tenure ASB cases or those requiring the use of powers outside the landlord remit. Ensure regular communication with residents	Jun 24	NW
	Apr 24	NW
2. Develop with tenants and maintain Management Plans for key estates prioritising The Shires, Exeter Road, Joyce and Snells, The Avenues.	May 24	NW
3. Obtain accreditation for housing management and homelessness services with the Domestic Abuse Housing Alliance	Mar 25	NW
4. Review and develop the role of caretakers to consider undertaking minor communal repairs, regulating lighting, and ensure building safety measures are addressed in blocks.	May 24	NW
5. Through effective partnership and clienting with council services raise resident satisfaction with the external environment measured through the 2024 TSM survey.	Dec 24	NW
E. Tenancy Standard		
1. Review approach to chain lettings to maximise opportunities to ensure residents are accommodated in homes that meet their needs, engaging with residents and the customer voice where appropriate.	May 24	NW
2. Review mutual exchange policy in the light of resident feedback and consumer standards.	Jun 24	NW
3. Implement the Tenancy Strategy and new Tenancy Policy in respect of fixed term tenancies for high demand 4 bed family and adapted stock.	Jun 24	NW
4. Review Allocations policy, process, governance and management practice. Ensure all lettings and sales are recorded on the CORE system and allocations outcomes are reviewed.	Sep 24	NW

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5. Continue to support residents maintain tenancies, and support them when tenancies end.	Ongoing	All
F. Building Safety		
1. Mainstream the ongoing development and management of in scope tall buildings through the Building Safety Case report process ensuring regular updates as necessary. Engage positively and pro-actively with the Building Safety Regulator.	Mar 25	SG/AC
2. Implement the Building Safety Plan with support of the Building Safety Board and resident group. Ensuring comprehensive view of safety risk, compliance & performance.	Ongoing	SG/AC
3. Ensure that all staff recognise their role in support building safety. Provide necessary briefings and communications to staff to ensure they have the knowledge and skills to fulfil their responsibilities.	Ongoing	SG/AC
G. Staff Development		
1. Review the role and grading structure for housing management to promote career opportunities aiding retention of talent.	Aug 24	NW/AC
2. Implement a CPD programme for staff, in particular PO/MM grades. Roll out and continue to promote the customer culture and respect programme.	Aug 24	NW/AC
3. Ensure all staff are aware of emerging Regulatory requirements and sector wide best practice through updated comms via meetings, briefings and newsletters.	On going	NW/AC
4. Audit current level of qualifications across the service and develop a plan for supporting staff to obtain relevant professional housing qualifications. Reviewing potential funding streams from central government to assist	TBA	NW/AC
5. Deliver de-escalation training to support good relationships with residents and ensure staff and resident safety		NW/AC
H. General assurance		
1. Submit progress on this plan to the Assurance Board for Monitoring	Quarterly	WS
2. Monitor and review emerging changes from the Social Housing and best practice from the Ombudsman to ensure this plan reflects requirements.	Ongoing	NW/AC/WS
3. Review the Foundations of an Effective Local Authority Landlord Service and consider areas for improvement	Apr 25	NW/AC/WS
4. Agree and implement the work plan for the Data Governance Board to ensure continued data accuracy supporting the implementation of Civica and Apex and ongoing regimes of data compliance. Identifying internal audit work programme based of data accuracy.	Ongoing	NW/AC
5. Build on our commitment towards compliance with improved pace of delivery on actions in respect of all areas. Build the capacity of the team through our compliance coach	Ongoing	NW/AC

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6. Develop the approach to making, reviewing, communicating, and storing policy and procedures in council housing so that they are accessible to all. Utilising new digital measures including sharepoint and intranet pages. Work with the new Council Housing Policy team to prioritise necessary updates.	Ongoing	WS
7. Utilise Housemark to implement a rigorous, monthly data load to ensure accurate KPIs enhancing transparency and performance management.	Ongoing	WS
8. Mobilise Civica to deliver the business benefits including focusing on enhancing the on-line repairs reporting and progress monitoring arrangements.	Ongoing	AC
9. Develop an external communications (utilising digital) plan so that residents, the community and potential staff understand the good work being delivered, how to engage with us as a landlord and the value of the work of housing.	Jun 24	AC/NW
10. Agree the three year internal audit programme linked to priorities in the Assurance Framework, the risk register and the progress with this improvement plan.	Apr 24	AC/NW
11. Review SLA across the service to ensure better outcomes for the service and residents	Ongoing	All

AC – Andrew Cotton (Service Director – Homes)

NW – Neil Wightman (Service Director – Residents)

HL – Harjinder Lota (Head of Housing Management)

WS – Will Solly (Service Development & Improvement Lead)

Repairs and ERD Work Plan 2024/25

Action	Target	Officer
Responding To Residents		
1.1	Implement the new domestic abuse policy across the service	31/05/24 AC
1.2	Ensure a system is in place for reporting on safeguarding issues and monitoring safeguarding incidents	31/05/24 AC
1.3	Review the approach to support residents with vulnerabilities and the exceptions process	30/04/24 AC
1.4	Identify the needs of residents from diverse backgrounds following feedback as part of the BMG survey	31/05/24 AC
1.5	Engage with residents through estate focus days	31/03/24 AC / NW
1.6	Work with Community hub to direct residents to web page and provide support / technical support in libraries	31/05/24 JH
Ensure a responsive, value for money Repairs Service, delivered by the Council's in-house resources and achieving performance that compares to the best of our peers		

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2.1	Review the delivery model to ensure that spend remains within budget for 2024/25 optimising efficiency through the Civica/Service connect integration.	31/03/24	AC
2.2	Along with the Task Force utilise Repairs Sense to improve prevention based work on damp and mould	30/06/24	TM
2.3	Increase resident satisfaction with repairs from 69% in the mid year TSM return for 2023 to at least 75% in 2024	30/04/24	AC
2.4	Contribute to the capital programme and AMS using insight from repairs trends	30/09/24	BS
2.5	Deliver all planned works rolled forward from December 2023 by May 2024	31/05/24	BS
2.6	In line with the Council's Climate Action plan to be carbon neutral borough by 2040, work with external stakeholders to investigate funding streams for Energy Saving Measures in the private sector housing.	31/05/24	BS
Review disrepair policy and practice to reduce disrepair claims, increase the speed of resolution and reduce the costs of settlements consider specialist lawyer providers			
3.1	Obtain feedback from residents that have used the disrepair system and analyse to identify concerns/actions	30/09/24	JH/TM
3.2	Benchmark disrepair claim payment amounts	30/09/24	WS
3.3	Review the Disrepair policy and procedure in line with best practice	31/04/24	AC
3.4	Review the Disrepair policy and procedure in line with best practice	31/04/24	AC
Housing Resolution Centre – residents have a choice of calling in their repair or logging online. The service should be easy to access and communication about repairs, appointments and support is on hand. Call handlers are polite and knowledgeable.			
4.1	Implement the call reduction strategy which is underpinned by having as much advice and guidance on the website as possible, the ability to log repairs online Quarter 1 – 17% reduction in calls Quarter 2 – 12% reduction Quarter 3 – 15% reduction	30/9/24	JH
4.2	Update IVR messaging system alerting Residents to the online option	Ongoing	JH
4.3	Work with Community hub to direct residents to web page and provide support / technical support in libraries	31/3/24	JH
4.4	Improved performance management and assurance regime to track quality of calls, efficient use of time and identification of training needs. Coaching and improvement opportunities tracked through 1:1s	31/3/24	JH
4.5	Deliver customer Service Training for call handling staff, training for operatives skills academy, training for maintenance of new technologies such as heat pumps	Ongoing	JH
4.6	Ensure residents are kept informed about repairs, maintenance and planned improvement to their homes with clear and timely communication	Ongoing	JH

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Systems – improving our efficiency and delivering value for money			
5.1	Review KPI framework for repairs following Civica go live to report against industry standard indicators especially in relation to routine works and to reporting on-line and update Repairs Policy.	30/4/24	WS
5.2	Launch 'Active Housing' (online diagnostic tool) integrated with Civica	31/3/24	AC
5.3	Integrate Service Connect with Civica and reduce double handling, review and reallocate resource, decision required on future mobile platform, Civica Cx, Total Mobile	30/4/24	AC
5.4	Manage the operational impact and opportunity of moving from LAGAN customer interaction database to VERINT.	31/3/24	JH
5.5	Implement 'RepairsSense' to improve capability for prevention-based activity on damp and mould to inform effective responsive repairs and planned programme.	31/3/24	AC
Achieving successful repair outcomes			
6.1	Procure new 3 star gas servicing repairs for mobilisation by April 2024	30/4/24	ACH
6.2	Develop a people and growth strategy to make use of apprenticeships, levy, training and recruitment. Resource for further growth	30/9/24	AC
6.4	Review requirements of key partners such as Housing Gateway to achieve high standards of delivery	30/6/24	AC
6.5	Develop the role of caretakers to undertake communal repairs, gutter cleaning, regulate the timing of lighting and ensuring building safety measures are addressed in blocks.	30/9/24	AC
6.6	Review Fleet in line with Council's Carbon Reduction strategy with a view to a three year programme of replacements	30/6/24	AC
Value for Money - Commercial / Financial Development of ERD			
7.1	Review material costs and as far as possible, the standardisation of components, Feed into component specification on new developments	30/6/24	AC/KM
7.2	Using new systems, create a suite of commercial KPIs tracking the cost of delivery (PPP/PPV), margin, cost per property, productivity, contractor management and variation tracker	30/4/24	AC/KM
7.3	Review the cost effectiveness of ERD including in the light of the Investment programme.	30/6/24	AC
Aids and Adaptations			
8.1	Review adequacy of spend on Aids and Adaptions and the Policy	30/4/24	AC/BS
8.2	Ensure lettings for adapted properties are allocated appropriately.	31/12/24	AC/BS
Voids			
9.1	Review Voids process where efficiency can be gained in terms of speed, cost or customer service and achieve target of 35 days to let voids	30/5/24	NW/CK

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9.2	Implement revised void process	30/6/24	NW/CK
9.3	Build process in Civica CX and monitor delivery times	31/7/24	NW/CK
9.4	Insourcing voids management to improve standard of void repair, value for money and ability to meet target times	31/12/24	NW/CK
People and capacity			
10.1	Calculate the benefits of employing electricians in the ERD team and reducing subcontractor costs	30/6/24	AC
10.2	Calculate the benefits of delivering Out of Hours repairs to reduce costs and incentive operatives	30/6/24	AC
10.3	Design governance procedures for subcontractor management	30/6/24	AC
10.4	Design dynamic Risk Assessment ability for operatives to increase lone-worker safety and deploy via mobile solution	30/6/24	AC
10.5	Carry out a deep dive of the current supply chain for suitability and competitiveness	30/6/24	AC

AC – Andrew Cotton (Service Director – Homes)

NW – Neil Wightman (Service Director – Residents)

WS – Will Solly (Service Development & Improvement Lead)

ACH - Ayfer Chol (Head of M&E compliance)

JH - Jennifer Hay (Repairs Customer Service and Planning and Feedback Manager)

BS – Bini Sha (Acting Head of Capital)

TM – Tony Medall (Repairs Operations Manager)

CK – Claire Kinkaid (Voids & Lettings Manager)