

# Housing Transformation Programme progress

November Housing Improvement Board meeting

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# Vision, Direction & Transformation Plan for the directorate

Workstream Outcome	Draft Project	Anticipated timeframe (Start - End)	Project status	Workstream Progress
<p>A Vision &amp; Mission is developed which provides strategic direction for the directorate and is informed by an understanding of issues affecting the directorate.</p> <p>The Transformation of the directorate is governed and resourced appropriately.</p> <p>A Housing Strategy which embeds the transformation of the directorate into BAU is developed and implemented</p>	1.1 Vision & Mission Setting	Completed by November 30th 2022	Live	1.1 20 Vision & Mission sessions held with key stakeholders across the borough. Vision & Mission for Housing Directorate finalised on 11 <sup>th</sup> November.
	1.2 Root Cause Diagnostic/Discovery	Completed by November 30th 2022	Live	1.2 Diagnostic workshops underway and desktop research completed.
	1.3 Housing Strategy	Completed by June 2023	Live	1.3 Internal engagement on the Housing Strategy has begun, including the identification of cross-directorate strategy leads. Desktop research including engagement with pan-London LA stakeholders has also begun.
	1.4 HIP/Transformation Plan	Completed by 14/11/2022	Live	
	1.5 High-level restructuring & recruitment	Completed by Mar 2023	Live	1.4 HIP/Transformation Plan Cabinet paper presented to Cabinet in December 2022 with draft programme.
	1.6 Governance structure for HTP	Completed by end Nov 2022	Live	1.5 Initial design session completed  1.6 HIB champions identified, and workstream sessions held with workstream leads. Joint-working with corporate programme and project management office to oversee Housing Transformation Steering Board meeting. First meeting of HTSB held on 01/11, next meeting 17/11 to be chaired by Deputy Mayor and Cabinet Member for Homes.

# Governance & Information Management

Workstream Outcome	Draft Project	Start date	End date	Project status	Workstream Progress
Clear performance KPIS are created linked to the Housing strategy, Tenant and to function-specific plans - these are then monitored effectively down through to officer objectives	2.1 Revised Performance Framework and Business Intelligence	Jan-23	Sep-23	Not yet started	2.5 HRA Ring-Fence Review: Mapping of costs inappropriately charged to the HRA through joint-working between Housing and Finance.  2.5 Review of Service Charges: Modelling of shortfall if service charges are not raised in line with actual costs. Resident and stakeholder engagement has begun through a presentation to the Tenant & Leaseholder Panel in October.
	2.2 Internal governance review and re-set	23-Jan	Apr-23	Not yet started	
Governance framework created to service members and stakeholders but also balance officer time	2.3 Member & Stakeholder engagement review	Apr-23	Sep-23	Not yet started	
Resident involvement is purposeful and utilises voluntary time effectively	2.4 Review of Tenant Involvement Structures	Jan-23	Apr-23	Not yet started	
Financial information is robust with HRA ring-fenced appropriately, and charges applied for services delivered	2.5 Financial governance review	In-progress	Apr-23	Live	
Information on our services as a directorate are clear and easily understood in line with resident's charter	2.6 Website updating and cleaning	Apr-23	Sep-23	Not yet started	

# Customer Excellence

Workstream Outcome	Draft Project	Anticipated timeframe (Start - End)	Project status	Workstream Progress
<p>A new way of operating as a directorate which puts the residents at the heart of service delivery, engages with them effectively and respectfully-meeting all expectations of the tenant involvement and empowerment standard</p> <p>Information on our residents which is used to tailor services and communications</p>	3.1 Resident Charter development & delivery	August 2022 - Jan 2023	Live	<p>3.1 Residents' Charter action plan will be presented to Cabinet in 2022. The paper will detail the proposals for engaging with residents and plans to adopt the principles of the Charter within housing services. Resident feedback on the Charter has been gathered through the 20 Vision &amp; Mission sessions and aligns with the Social Housing (Regulation) Bill.</p> <p>3.3 Plan is currently being created using diagnostic workshops and interviews with staff and residents</p> <p>3.4 Integrating customer profiling into the NEC project</p> <p>3.5 Campbell Tickell to commence review of consumer standards on the 22<sup>nd</sup> Nov</p> <p>3.11 Initial proposals shared with TLP, awaiting further direction from Gov't</p>
	3.2 Resident Engagement Strategy	Jan 2023 - onwards	Not yet started	
	3.3 Short-term Customer services Improvement plan	October 2022 - Jan 2023	Live	
	3.4 Customer Information review	Nov 2022 -Apr 2023	Live	
	3.5 Customer journey review	Mar 2023 -Dec 2023	Not yet started	
	3.6 New Tenancy Service Model	July 2023 - July 2025	Not yet started	
	3.7 Customer Service Training	Jan 2023 - Mar 2024	Not yet started	
	3.8 Customer Learning & review of process	Jan 2023 - Mar 2023	Not yet started	
	3.9 "Stop Social Housing Stigma" Campaign	Feb 2023+	Not yet started	
	3.10 Review of Consumer standards	November 2022 - July 2023	Live	
	3.11 Rent-setting consultation initiative	October 2022 - Jan 2023	Live	
	3.12 Know our Neighbourhoods programme & Estate Inspections	Nov 2022 -Feb 2023	Not yet started	
	3.13 Community development & inclusion programme	Apr 2023 onwards	Not yet started	
	3.14 Customer Satisfaction standards	Jan 2023 - April 2023	Not yet started	
	3.15 NEC Migration	Feb 2022 - December 2023	Live	

# Long-term Homes & Neighbourhood Planning

Workstream Outcome	Draft Project	Anticipated timeframe (Start - End)	Project status	Workstream Progress to-date
<p>A longer-term plan for the management of Assets including Regina Road, LPS tower blocks and other potential regeneration sites.</p> <p>HRA 30-year business plan informed by stock condition survey/Asset Management Strategy</p> <p>To have structured the Estates and Improvement division to deliver on the Asset Management strategy and Housing Strategy taking into account the neighbourhood plans that deliver on a holistic view of our communities.</p>	4.1 Resolution programme for Regina Road.	2022- 2032	Live	4.1 See Regina Road November 2022 Cabinet paper
	4.2 Resolution programme for LPS blocks	2023- 2035	Not yet started	4.3 Stock condition survey due to commence November 2022.
	4.3 Development of Asset Management Strategy (informing HRA business plan)	2023- 2033 (skeleton strategy available 01 April 2023 which will be a 10-year rolling programme)	Not yet started	Sample survey is being commissioned to establish a borough-wide position.
	4.4 Estates and Improvement restructure	Nov 2022 - Apr 2023	Live	4.4 Re-structure principles, drivers and initial structures drafted.
	4.5 Regeneration and New home programme	2024 onwards	Not yet started	
	4.6 Neighbourhood Plans	2023- 2033 (ten-year rolling)	Not yet started	

# Asset Compliance

Workstream Outcome	Draft Project	Anticipated timeframe (Start - End)	Project status	Workstream Progress to-date
<p>A robust framework, policies and procedures to ensure compliance with legislative and regulatory standards.</p> <p>Full compliance with legislative and regulatory standards to deliver safe and compliant homes</p>	5.1 Compliance plan designed & implemented for Fire Safety Act 2021	September 2022 - December 2023	Live	5.1 increased the size of the fire team to 4, including 2 experienced fire safety surveyors. Drafted a new Fire Safety Policy. Commenced a trail program of fire door inspections on our sheltered schemes in advance of a requirement to start next year. Installed Property Information Boxes (PIBs) in all our high rise/high risk buildings. Agreed reporting mechanism with London Fire Brigade. complex buildings have had EWS1 completed on external cladding and shared with LFB.
	5.2 Compliance plan designed & implemented for Building Safety Act	November 22 - April 24	Live	5.2 Plan initiated. Drafting brief for Fire Safety and building safety consultant procurement. Audit of in scope buildings ongoing to establish servicing and maintenance process requirements and compliance position.
	5.3 Compliance audit. Review and update compliance policies & subsequent procedures	October 22 - February 24	Live	5.3 Audit brief agreed. Commencing audit early Jan
	5.4 Compliance review against revised Decent Homes Standard	Commence Apr 2023	Not yet started	5.4 Currently just finished 2nd phase of consultation, no timeline as yet to government implementation. LBC to monitor official channels for all updates

# Maintaining Our Homes

Workstream Outcome	Draft Project	Anticipated timeframe (Start - Project status End)		Workstream Progress to-date
<p>An effective, value-for-money approach to responsive repairs that delivers good customer service and ensures our assets meet and exceed the Home Standard.</p> <p>Turnaround times for void properties maximise income and relieve pressure on housing register which reduces wait-times for applicants.</p>	6.1 Repairs re-procurement	Mar 22 - 1st August 2023	Live	6.1 See Repairs re-procurement paper
	6.2 Repairs Contact Centre	Mar 22 - 1st August 2023	Live	6.2 Weekly project meetings to manage the insourcing of the repairs contact centre. Establishment of key workstreams including Axis De-mobilisation, Change Management, and Customer Experience, which have been assigned project leads.
	6.3 Repairs restructure and behaviour change programme	Mar 2023 - Dec 2024	Not yet started	6.4 See Voids report
	6.4 Voids transformation	June 2022 - Mar 2023	Live	
	6.5 Disrepair transformation	TBC	Not yet started	
	6.6 Review of policies, procedures, business processes and customer journeys	TBC	Not yet started	
	6.7 Review of Capital Delivery contracts	April 2023 - Dec 2023	Not yet started	
	6.8 Targeted approach to damp, mould and leaks	TBC	Not yet started	

# People Development

Workstream Outcome	Draft Project	Anticipated timeframe (Start - End)	Project status	Workstream Progress to-date
<ul style="list-style-type: none"> <li>An engaged workforce with the right skills, the right leaders and an enabling culture to serve the customer well and deliver services effectively.</li> <li>A pipeline of talent within the organization which recognises opportunities for growth for staff and manages risks around vacancies</li> </ul>	7.1 Culture & transformation discovery	Oct 22 - Dec 23	Live	<p>7.1 A series of Transformation &amp; Change workshops have been held with managers and on a team-by-team basis to identify the challenges staff face and opportunities for improvement. The workshops are key to ensuring staff readiness for the transformation journey ahead, and will highlight the issues to be addressed through the other <i>People Development</i> projects.</p> <p>7.10 early start to project following feedback from 7.1 sessions. Initial commencement of developing communications within the directorate and channels of engagement. First internal newsletter to be published for directorate post March 21 re-organisation. Internal web presence also commencing development shortly.</p>
	7.2 Enabling high performing teams and setting behavioural expectations	Jan 2023 - Dec 2024	Not yet started	
	7.3 Developing Staff capability	May 2023 - Sept 2026	Not yet started	
	7.4 Professionalising the service	May 2023 - June 2026	Not yet started	
	7.5 Housing Leaders programme	Nov 2023 - June 2025	Not yet started	
	7.6 Talent acquisition	Sept 2023 +	Not yet started	
	7.7 Talent Management	Sept 2023 +	Not yet started	
	7.8 Elevating the employee experience programme	Jan-23 +	Not yet started	
	7.9 Employee Engagement, inclusion and community development	Oct 23 +	Not yet started	
	7.10 Intra-directorate communication and engagement	Dec 22 onwards	Early start	
	7.11 Changing Behaviour initiatives - New Operating model	May 2023 - June 2025	Not yet started	
	7.12 Recruitment campaigns to stabilise workforce following re-structures	Feb 2023 - Sept 2023	Not yet started	
	7.13 Developing early leaders programme	Sept 2024 +	Not yet started	