Report for:	Housing and Communities Overview and Scrutiny Committee
Title of report:	Housing Transformation and Improvement Programme (HTIP) Asset Management and Compliance Work Stream
Date:	7th September 2022
Report on behalf of:	Councillor Margaret Griffiths, Portfolio Holder for Housing
Part:	I
If Part II, reason:	N/A
Appendices:	None
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	

Report Author / Responsible Officer

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Corporate Priorities	A clean, safe and enjoyable environment
	Building strong and vibrant communities
	Ensuring economic growth and prosperity
	Providing good quality affordable homes, in particular for those most in need
	Ensuring efficient, effective and modern service delivery
	Climate and ecological emergency
Wards affected	ALL

Purpose of the report:	1. To provide an overview of the HTIP Housing Asset Management and Compliance workstream.
Recommendation (s) to the decision maker (s):	1. To note the actions associated with the workstream, expected outcomes and progress to date.
Period for post policy/project review:	

1 Background

Our tenants and leaseholders are at the heart of the Housing Transformation and Improvement Programme (HTIP), seeking to improve their lives through the provision of excellent housing and homes that they are proud to live in and communities they can thrive in with their families and friends. This is a long-term piece of work linked not only to improvement but also transformation through the enabling element of the Target Operating Model (TOM) which initially focuses upon structure and function.

The following five key areas fall under the HTIP:

- Strategic Housing.
- Housing Operations including resident, tenants, and leaseholder services
- Finance, Technology and Performance
- Commissioning and Contracting
- People and Culture (including the Target Operating Model- TOM)

Strategic Housing delivers a service that is able to look forward and be able to set the tone for the Housing service in terms of home creation, development of environments in which people want to live, influencing developers as well as making sure that all homes and communities are safe for everyone.

Housing Operations including Residents, Tenants and Leaseholder Services has a range of projects which will ensure that our tenants and leaseholders live in the best possible environment possible. Another key element in this area is our ability to deliver improvements in our operations, for example, repairs and maintenance that deliver value for our tenants, where value does not just relate to money. Additionally, we have a workstream focused upon ensuring that our residents, tenant, and leaseholders live in safer homes, enabled through a Housing Compliance and Asset Management workstream. We will also have an approach whereby our staff will be much more visible in communities and will be empowered to make decisions which resolve our residents' issues and challenges, whatever this may be. This approach will enable much faster solutions to be provided and have the potential to reduce the level of complaints received.

Finance, Technology and Performance are all key areas to help deliver HTIP. This element of the programme will ensure that we are able to deliver the digital capability needed for our tenants and leaseholders to be able to interact with Housing in a much more effective manner, where this is the best way for them to do so. If they prefer to still meet face to face, make a phone call

or write a letter, that will of course still be available to them. In terms of Performance, we consider how the service measures what gets done and needs to get done. This applies not only to statutory areas, but also indicators that the service thinks will help it maintain its focus upon delivery, be meaningful as a part of its narrative within the Council and also to residents, tenants, and leaseholders.

Commissioning and Contracting is the way in which we buy services and products that impact on the lives of our tenants and leaseholders. It is about the choice we have for provision of services and products in the market and the value we can get from them. This workstream seeks to improve the way in which we contract and then manage some of our services.

People and Culture is important, as our people and the way in which they work helps to make sure that HTIP can be delivered in a way that is safe, legal and sustainable. There will be some key areas within the HTIP programme where we need to develop our people further and more quickly, for example in building safety and contract management. Additionally, this workstream owns the TOM, is responsible for its development, with Housing Operations, Strategic Housing, Housing Asset Management and Compliance service areas accountable for its delivery.

2. Housing Transformation and Improvement Programme (HTIP)- Mandate

The associated HTIP Programme Mandate includes all of the key activity required to deliver the programme of work and contains the case for change within it. The document also explains how the programme of work helps to deliver the vision for Housing, as well as how it addresses some of the key improvement areas we want to develop across the programme, also linking these to the vision and case for change.

The Mandate also considers, benefits, programme costs and the development of the new Target Operating Model. In order to provide Member and Officer confidence, the Mandate also takes into account the programme governance and methodology to ensure delivery, and once in business as usual within the Council, the sustainability of the programmes outcomes as a part of the case for change.

3. Risks

There are a number of key risks which have been identified and considered as we embark on the HTIP journey, including:

- That we have the right staffing levels and ensure that their training needs are met
- The pace and continued development of the TOM and that its implementation progresses.
- IT Systems – ensuring that they are fit for purpose and can integrate with others to ensure they operate at the highest levels.
- Finance – ability to pay for the changes that are required.
- Reputational damage in the event of any non-compliance and poor service performance
- Coherent and collaborative approach is limited due to silo working
- Health, Safety and Risk culture to be visible and consistent
- An understanding of what 'good' looks like
- Being able to maintain the pace of change and its impact

The nature of the HTIP programme and its individual workstream discipline, is one of constant risk review and mitigation. The HTIP programme has an Executive Sponsor, each workstream has a Senior Responsible Officer (SRO) and a Lead Officer (SME) is also in place to ensure ownership and oversight of current and emerging risk.

4. **Next steps**

The HTIP programme will continue to develop and deliver all outputs and outcomes in support of the Councils housing vision and case for change. It will ensure that all identified benefits are realised and that all risk and issues are mitigated in line with agreed outcomes and actions. It will also ensure, through the programme's governance approach that all deliverables are achieved to plan and within all financial parameters. It will also, as elements of the programme are delivered ensure that these transfer into business as usual in a controlled and agreed manner via the HTIP Programme Board, its SRO's, SME's, and Executive Sponsor.

In terms of next steps, the Mandate is presented at the Housing & Communities Overview and Scrutiny Panel on 7th September and then Cabinet on 27th September.