Report for:	Cabinet
Title of report:	Housing Transformation and Improvement Programme (HTIP) – Programme Mandate
Date:	27th September 2022
Report on behalf of:	Councillor Margaret Griffiths, Portfolio Holder for Housing
Part:	I
If Part II, reason:	N/A
Appendices:	Appendix 1: Housing Transformation and Improvement Programme Mandate
Background papers:	None
Glossary of acronyms and any other abbreviations used in this report:	HTiP – Housing Transformation and Improvement Programme TOM – Target Operating Model SRO – Senior Responsible Officer SME – Subject Matter Expert

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 work stream.
Recommendation (s) to the decision maker (s):	1. To note the actions associated with the HTIP Housing Asset Management and Compliance work stream, expected outcomes and progress to date.
Period for post policy/project review:	

1 Introduction/Background:

Background

Our tenants and leaseholders are at the heart of the Housing Transformation and Improvement Programme (HTIP). The Council is seeking to improve their lives through the provision of excellent housing and homes that residents are proud to live in and which foster 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 to transformation through the enabling element of the Target Operating Model (TOM), which initially focuses upon structure and function.

2 Key Issues:

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 looks forward and which sets the tone for the Housing service in terms of home creation and the provision of homes and environments in which people want to live. It also drives the supply of new homes and influences developers to create appropriate homes and neighbourhoods.

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. A key element in this area is the Council's ability to deliver improvements in its operations, for example, a repairs and maintenance service that delivers value for tenants, where value does not just relate to money. Additionally, there is a workstream focused upon ensuring that residents, tenant, and leaseholders live in safer homes, enabled through a Housing Compliance and Asset Management workstream. The Council will also have an approach whereby its staff will be much more visible in communities and will be empowered to make decisions which resolve residents' issues and challenges, whatever these may be. This approach will enable much faster solutions to be provided and should 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 the Council is able to deliver the digital capability needed for its 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, the Council will consider how the service measures what gets done and needs to get done. This applies not only to statutory areas, but also to wider indicators that the service considers will help it maintain its focus upon delivery and which will be meaningful to gauge the impact of its service delivery on residents, tenants, and leaseholders.

Commissioning and Contracting is the way in which the Council buys services and products that impact on the lives of tenants and leaseholders. It is about the choice there is for provision of services and products in the market and the value that can be derived from them. This work stream seeks to improve the way in which the Council contracts and then manages its housing services.

People and Culture is important, as the Council is reliant on its people, and the way they work, to help ensure 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 Officers need to de developed through advanced skills and training, for example in building safety and contract management. Additionally, this work stream owns the Target Operating Model (TOM), is responsible for its development, with Housing Operations, Strategic Housing, Housing Asset Management and Compliance service areas accountable for its delivery.

`   **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 TOM. In order to provide Member and Officer confidence, the Mandate also takes into account the programme governance and methodology to ensure delivery and it also sets out how the programme will become sustainable by embedding change into business as usual processes.

The HTIP programme will continue to develop and deliver all outputs and outcomes in support of the Council's 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 SROs, SMEs, and Dacorum's Executive Sponsor (CEO).

In terms of next steps, once approved, the Mandate will become the formal driver of the HTIP programme. It will be the document by which the programme itself will be judged as successful and it will be used to determine the as progress that is made, and it will also enable the Council to determine how well the outputs embed into a new business as usual as the change embeds and outcomes are delivered.

3   Options and alternatives considered

There are no alternatives to the mandate presented in the paper. The appendix to the report identifies 5 key strands of improvement and transformational work being carried out and is based on recognised project methodology. It is considered that this programme is essential to deliver the change required for the Council's housing service.

4   Consultation

Consultation to the programme has been across the organisation with all key stakeholders engaged. External interim consultancy brings transformational and project management and a specialised skill set to ensure the effective shaping and delivery of the programme. The HTIP mandate has been considered at the Housing & Communities Overview and Scrutiny Committee on 7th September 2022.

5   Financial and value for money implications:

There is a costed HTIP programme of activity and a budget has been approved and set and is monitored on a regular basis and reported to the HTIP Board monthly.

6   Legal Implications

The HTIP programme includes a work stream which will ensure that the Council manages its housing as assets in full compliance with its statutory and regulatory requirements.

7   Risk implications:

There are a number of key risks which have been identified as part of delivering the HTIP including:

* Resourcing - adequate staffing levels and ensuring training needs are met
* The continued development of the TOM and that its implementation progresses.
* IT Systems – ensuring that they are integrated and fit for purpose.
* Finance – Approved budget for HTiP is monitored and adhered to.
* A collaborative approach is required across departments and work streams
* Health, Safety and Risk culture to be visible and consistent
* Understanding and agreeing on what 'good' service delivery looks like
* Being able to maintain the pace of change and its impact

The nature of the HTIP programme and its individual work stream discipline, is one of continuous risk review and mitigation. The HTIP programme has an Executive Sponsor (CEO), 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.

8   Equalities, Community Impact and Human Rights:

All work streams of the HTIP programme have been developed to ensure that there are no adverse impacts on any parts of the community.

Human Rights – there are no Human Rights Implications arising from this report.

9   Sustainability implications (including climate change, health and wellbeing, community safety)

This is not applicable to this paper as sustainability implications will be addressed as they arise during the design and implementation phases of the HTIP project.

10   Council infrastructure (including Health and Safety, HR/OD, assets and other resources)

This is not applicable to this paper. However, the TOM once completed will outline, and evidence in detail, the new service structure which is being co-designed through extensive officer and stakeholder engagement. At this stage, this continues to be a work in progress.

11   Statutory Comments

Monitoring Officer:

The HTIP programme will provide a framework to ensure that the Council is compliant with all of its statutory requirements and this will continued to be reviewed as the programme is developed.

S151:

The HTIP programme has an approved budget and this is monitored as part of the wider financial monitoring cycle, and is reported to members quarterly.

12   **Conclusions**:

The HTiP project is a long-term piece of work to revitalise and re-purpose all functions of the current DBC Housing Service. It will link not only to improvement, but also to transformation through the enabling element of the Target Operating Model (TOM) which initially focuses upon structure and function.

Each workstream within HTIP has its own detailed plan and these are living documents which will evolve, develop and change over the lifetime of the programme. Plans have owners, key actions and interdependencies identified in every instance, with an overall approved budget and strong governance.