



Housing Transformation and Improvement Programme

Programme Mandate

Document Control

Document Title: Housing Transformation and Improvement Programme (HTIP)
Document Subject: HTIP Transformation and Improvement programme
Document Location: Housing Transformation and Improvement Programme – Teams site
Author: Martyn Cockram
Owner: Claire Hamilton
Authorised By: HTIP Programme Board
Version: 0.7
Status: Draft

Version History

Version No.	Release Date	Author(s)	Summary of changes
0.1	06/07/2022	Martyn Cockram	Initial Draft of Programme Mandate
0.2	07/07/2022	Jody Nason	Draft Development
0.3	25/07/2022	Martyn Cockram	Draft changes after feedback from Claire Hamilton
0.4	03/08/2022	Martyn Cockram	Draft changes after feedback from Jon Maxwell, Mark Pinnell, Richard LeBrun, Natasha Beresford, Kelvin Soley
0.5	04/08/2022	Martyn Cockram	Draft changes after feedback from Jody Nason, Robin Barton
0.6	23/08/2022	Martyn Cockram	Feedback from Claire Hamilton and Sarah Pemberton – condensed version of mandate
0.7	30/08/2022	Sarah Pemberton	Further development, changes and condensing to v.0.6

Contributors

Reviewer	Title	Date contributed
Sarah Pemberton	SRO and Deputy Chief Executive (Residential Services)	

Reviewers

Reviewer	Title	Date Reviewed
Catherine Silva Donayre	SRO and Strategic Director Corporate & Commercial	
Aidan Wilkie	SRO and HR/OD Director, Transformation Director	
James Doe	Programme Assurance and Director of Place	

Sign-off and Approval

Name	Title	Date
Claire Hamilton	Executive Sponsor and Chief Executive	

1. Purpose of the Mandate

The Programme Mandate defines the Housing Transformation and Improvement Programme (HTIP) in terms of why it is needed, what it must achieve, its governance arrangements and how it will be managed. It describes how the Programme will design and deliver the Target Operating Model, the actions arising from various audit work undertaken by Ernst Young (EY), and when the benefits deriving from these actions will begin to be realised. It provides the basis for monitoring progress towards these goals and for tracking the impact of each component / project on the programme's overall goals, benefits, risks, and costs. It helps to define, for the Programme Board and Key stakeholders the pathway for change and how the outputs and outcomes will move into a “new” business as usual. It should be noted that the planning process continues throughout the duration of the programme. The amount of information available and the level of detail in the document will develop as programme definition and execution progress.

1.1. Brief Description

The HTIP Mandate is a collection of structural and planning requirements that will evolve throughout the Programme. It brings together all the best available information at any point in time about the Programme's rationale, objectives, costs, benefits, resource requirements, timescales, risks, issues, and governance.

It is the Programme Board's guide and reminder as to why the programme is being undertaken and should be updated and reviewed by the Board at regular intervals.

At the outset of the Programme, it will be difficult to define *all* the relevant parameters in detail. However, at the very least the Programme Mandate and then Programme Initiation Document should describe the overall costs and benefits of the Programme as a whole, plus the plans for the immediate phase of the Programme in detail, and subsequent phases in outline.

2. Priorities and vision of Housing Services in Dacorum Council

2.1. Corporate Plan Priorities

Council and corporate priorities inform and allow teams to focus on targeted areas and specifics when they are designing and delivering services.

The Corporate Plan, usually spanning an administrative term, is set and agreed by Full Council, taking into account the Council vision and what is most important to deliver for residents, tenants and leaseholders. Currently, Dacorum Council's corporate plan has the following key priorities and focus areas:

- 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

2.2. The Vision for Housing Service

The vision for the Housing Service in the Corporate Plan states the Council will focus on:

“Providing good quality affordable homes, in particular for those in most need”

And the vision will be delivered by:

- Building over 400 new Council homes and continuing to provide support to Housing Associations where viable
- Supporting the broader development of over 5,000 new homes
- Commissioning a stock condition survey of Council housing and the private rented sector and reviewing the provision of homes for older residents, tenants and leaseholders.
- Investing in improvements to make our existing homes more energy efficient
- Investing £88m in our housing stock through our capital investment programme
- Continuing to support tenants to sustain their tenancies
- Continuing to consult on proposed developments and policy changes
- Supporting residents, tenants, and leaseholders to access good quality and affordable homes in the private rented sector
- Continuing to focus on preventing homelessness through proactive advice and assistance
- Obtaining grant funding, where possible, to support the delivery of all areas of the service

HTIP presents an appropriate opportunity to develop and deliver upon a specific vision for the Council’s housing services in line with the Councils Corporate plan priorities.

3. Housing Transformation and Improvement Programme – (the “Case for Change”)

As the Council emerged from the recent Covid pandemic, the opportunities that were presented allowed the Council to consider how it revitalised and re-engineered the services it provided to its residents, tenants and leaseholders, customers, and businesses, putting them firmly at the centre of DBC thinking and focus in a customer-centric way.

In the spring of 2021, DBC commenced work on a Housing Action Plan (HAP) through which the Council refreshed and built upon its focus in delivering the best possible services for its residents, tenants, and leaseholders (collectively referred to as ‘customers’). The approach to continually improve the services and outcomes provided was underpinned by the development of a range of key activities across the Housing Service which ensured that customers would see real and sustainable improvements and benefits starting to be delivered.

Giving customers a key role in the way in which services are delivered and developed has been a key factor in the approach to improving services and DBC has already embarked on a range of activities to ensure that services develop at a rate of change and the right services are delivered in the right place and at the right time.

A whole service review has included the interdependencies and relationship services which enable and enhance the service in an holistic and continuous improvement way. Technology is being incorporated for a more effective and streamlined operational approach of internal operations and also as a digitally enhanced improved offering to customers.

Through the development of our HAP, a “front door to back door” approach is being adopted. This essentially means that that we improve and transform the whole housing system from the first point of contact (by whichever channel) to the receipt of service and a satisfied customer. The customer should be fully informed through all stages of the service request, and means fewer ‘hand offs’ internally within the Council and crucially, the customer only needs to tell their story once and be confident this will be acknowledged/responded to, progressed, tracked and resolved in a timely manner. Finally, it will be important for a continuous loop of improvement to the system that the customer has the opportunity, and will be encouraged to provide feedback.

In October 2021 DBC began to consider how well the primary repairs and maintenance contract was performing. EY were commissioned in January 2022 to undertake this piece of work and to provide recommendations for the short-term management and oversight of this service. Based upon their early findings, from March 2022 a follow up commission was scoped with EY which led to a recalibration of the Housing Action Plan with a wider focus and more detailed actions and milestones that are cross Council, and which include recommendations from the EY work alongside ideas from the service.

The drive for change will ensure any work undertaken is community focused. This means a Housing Service training and culture shift to cement a customer centric approach by having empathetic and empowered officers who are not role orientated but have customers’ needs and requirements as their first priority.

3.1. Housing Transformation and Improvement Plan (HTIP)

Outcome of discussions and wider stakeholder engagement has identified five key areas that we will focus on for, and with, our customers:

- Strategic Housing
- Housing Operations including resident 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. Additionally, with a view to Government legislation this area will ensure that it has the capacity and capability to help the wider housing service develop the outcomes required for customers in a manner that is both safe and legal.

Housing Operations and Services has a range of projects which will ensure that our tenants and leaseholders live in the best environment possible, and will also improve the way DBC provides services across its sheltered housing provision.

Another key element in this area is the ability to undertake repairs and maintenance that deliver value for tenants, where value does not just relate to money. This area of the programme will develop the way in which tenants are able to contact DBC, how they tell their story once and how through the transformation approach we bring operations closer to communities.

DBC customers are at the heart of HTIP, seeking to improve their lives through the provision of excellent housing and homes in communities where they can thrive.

DBC will have a range of engagement opportunities across a multitude of topics, for example, repairs and maintenance, home improvements and the types of homes they wish to see DBC develop for the future, linking into our green agenda. Engagement will be varied and inclusive; the approach DBC are adopting is “*you said, we did*” which means customers will have the opportunity to influence outcomes in all five key work areas.

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 DBC customers to be able to interact with the Housing Service in a much more effective manner and which aligns to their personal preference of communication e.g. digitally, email, telephone, in-person etc.

Envisaged changes in technology will enable enquiries to be made more quickly, book repairs (with a completion date), request adaptations in their homes etc. This is a piece of work linked not only to improvement but also transformation through the enabling element of the Target Operating Model (TOM).

Meaningful and timely performance indicators will be the measure of Housing Service success. This applies not only to statutory areas, but also operational, administrative and delivery areas which will maintain its focus upon a customer centric service and satisfaction. This means that there will be a small number of key performance indicators, supported by a range of management information data which provide the necessary evidence and assurance of progress. As a part of the TOM development, a performance management framework will be developed for Housing along with an approach to management controls.

Commissioning and Contracting is about the way DBC scope, purchase and performance measure the provision of services and products in the market and the derived value. This workstream will improve the way in which DBC contract and performance manage services, suppliers and contracts. It also looks at how the Housing Service remains compliant across its contracts, develops improvements with customer satisfaction and will identify and specify the enhanced skills training required for officers to be able to deliver the improvements identified.

People and Culture is fundamental to ensure that HTIP can be delivered in a way that is safe, legal and sustainable. Key areas will be identified for accelerated training, for example in Fire Safety and contract management. There will be key activity around training needs analysis (TNA), around an assessment of the culture within the service and development to embed the values and behaviours required within the service. This workstream will develop the change approach and plan, including ways by which the outcomes of the programme will become sustainable.

Additionally, this workstream owns the TOM, is responsible for its development, with Housing Operations, Strategic Housing, Housing Asset Management and Compliance being accountable for its delivery. Development of the TOM will see a range of transformation activity be undertaken, mapping the “As is” i.e. baseline in terms of current business processes/ways of working to the “to be” by which the services area strategic and operational functions will be developed and underpinned by the enabling elements of technology (digital), performance, people, and culture.

3.2. Programme Goals and Objectives

The HTIP Programme is designed to support the ambitions and objectives of Dacorum Council, per its published Corporate Plan. The Programme is focused upon improving the outcomes and lives of customers when they contact the Council’s Housing Service; the theme “Front Door to back door in a place-based setting” underpins the approach the HTIP programme is taking and this essentially means that the programme is seeking to improve outcomes when they:

- Contact the Council in person, by letter, phone or digitally
- When they seek to interact digitally to arrange a service, for example a repair
- When they simply seek information – signposting them to the right service and function
- Complain – the approach will be to resolve the issues as quickly and effectively as possible – it will not be transferred through silo-working.

It also means that as a Housing Service:

- The service will operate both safely and legally and report in real time.
- Processes and data will drive performance and indicate change requirements
- Uses data to predict and forward plan for potential areas of concern, putting in place corrective action in a high-performance environment.
- Business processes will be owned within Housing.
- Technologies will be developed and improved
- Integrated systems operate in a safe cloud-based environment
- Integrity of data used as a data controller, enveloped by robust governance
- Triaging of initial real-time information for SLA agreed responses.
- Skills gap will be closed and bespoke training development delivered for Housing staff; training programmes will be adapted to in-house delivery for sustainability, resilience and succession planning of officers.
- The service will make sound operational and strategic decisions underpinned by informed, reliable and accurate performance data.

The above outputs will deliver the following outcomes:

- Faster turnaround to provide customer responses, improvements and repairs.
- Fewer 'touch points' for customers in the system, enhancing experience and delivering confidence and trust of a high performing Housing Service.
- Ensure a service which is place and community based. Officers will be visible and engaged with our customers and become trusted points of contact to deliver and respond.
- Clear signposting when customers need Council help and the need only to tell their story once.
- Develop and deliver green open spaces and a clean environment on an inter-departmental agreed standard of contractual operation.
Deliver better value for money, where value is not just financial. This means the developments and improvement delivered through HTIP will be sustainable and a strong basis for continuous improvement.
- Take action which is commercially focused and provides optimum customer solutions and resolution through enhanced delivery options.

Key deliverables	Delivers by
Customers are safe in their homes	Ensuring that across all areas of Statutory Compliance the service has the data, information, systems, and processes in place to provider safer homes.

<p>DBC staff will be visible in communities which will enable customers to feel engaged, listened to and that positive action will be taken – they tell their story just once and issues will be resolved effectively and efficiently.</p>	<p>DBC Housing officers have appropriate skills training and use of integrated systems to engage effectively. They will be visible within communities and will be empowered to take action to resolve issues. They will be action orientated and have a high profile across our estates, helping people within their homes to achieve the outcomes they require. The Customer Strategy Transformation Programme ensures appropriate triage, signposting, tracking, action, resolution and feedback.</p>
<p>Improve systems and processes used within the Housing Service.</p>	<p>The Improvement element of the programme stabilises and improves outcomes and outputs in the short term. The TOM and ETOM development will enable transformation in line with existing corporate programmes – Digital, Customer and People for example. It will also identify improvements and deliver new or update processes and systems (people and technical) specific to the Housing Service</p>
<p>Housing Service officers are well trained, mentored for development and coached for performance</p>	<p>The HTIP programme will allow officers be well trained which enables them to keep their services safe and legal. Working with HR/OD, officers will be coached and mentored to identify future talent, improve performance, positively retain talent and build resilience in the service.</p>
<p>Customers experience (and have the option) of positive channel shift and a multi-strand communication offering.</p>	<p>The programme will work across Council to enable online requests for services such as repairs. A systematic approach to IT integration (internal and external) will facilitate a joined up approach to data and channels to drive performance and enhance experience.</p>

4. DBC delivery of outcomes for residents, tenants, and leaseholders

A range of outcomes and outputs will be delivered through the developing transformation and improvement programme via shaping and redesigning services as follows:

- Developing services offered to Residents, tenants, and leaseholders (customers)
- Improving Housing Operations with efficiency and effectiveness, including Asset Management and compliance
- Strategic Housing will focus upon developed criteria, resident needs and increasing capacity of DBC housing stock to provide more homes and in a managed environment across all areas of the Borough.

- Delivery of neighbourhood services will be improved and empowered to be responsive and attentive of resident/tenant areas with a positive and proactive officer approach which will incorporate a holistic and caring culture.
- Performance measures and management (key controls) will be adhered to and focused upon delivery and outcomes.
- DBC HR & OD Service will have the tools to drive, facilitate and embed change
- Develop the Target Operating Model to ensure that the optimal structure and functional areas are in place, underpinned by appropriate processes, procedures and policies.
- DBC Enabling Services will both operationally support and provide advice to Housing Services when, how and where they need it.
- DBC will ensure that improvements and change transformation incorporates all interdependencies and is clearly shared and embedded across the Housing service.

The detail contained within the table below (it is not exhaustive) seeks to provide an overview of the types of issues likely to be raised by customers, when they contact the council. The transformation programme recognises other key areas and dependencies within DBC, e.g. the Customer and Digital programmes, and will be shaped and enabled through the delivery of these programmes.

Residents, tenants, and leaseholders, tenants and leaseholders	Programme Areas of work	Enablers	Related Programmes
I want help/support when requested	Residents, tenants, and leaseholders, Housing Operations Compliance Strategic Housing	TOM "As is" to "To Be" mapping Performance Technology development People and Culture	Customer Digital People Neighbourhoods TAM Property Review
I want to inform DBC once	Residents, tenants, and leaseholders, Operations Compliance	People and Culture Technology Performance TOM "to be" processes	Customer Digital People Neighbourhoods Property Review
The right to a safe home	Compliance Operations Commissioning and Contracts	Performance Technology People and Culture TOM	Customer Digital People Property Review
A service request - repair, adaptation, move home, acquire a home etc.	Residents, tenants, and leaseholders, Operations Compliance Commissioning and Contracts Strategic Housing	Strategic Housing Technology Performance People and Culture TOM	Customer Digital People Neighbourhoods TAM Property Review
Emergency help request	Operations Compliance	Technology Performance	Customer Digital

	Residents, tenants, and leaseholders,	People and Culture TOM	People Neighbourhoods Property Review
Information to inform when my home needs to be accessed or when cyclical or planned maintenance	Resident Compliance Operations Commissioning and Contracts	Technology Performance People and Culture TOM	Customer Digital People Neighbourhoods TAM Property Review

In addition, there are some external reports which feature within the shaping of the Mandate, namely from EY– all shaping across the HTIP programme.

4.1. Guiding Principles to shape Housing services for the future

The development of the Target Operating Model (the way services will be delivered in the future) plays a key role within the delivery of the programme of work. There are 12 guiding principles which allow this to happen in a controlled way, allows focus on required outcomes and to test designed plans against.

Initially concentrating on developing structures further and simultaneously considering what the functions will deliver and be accountable for. Follow on will be to ensure the development of systems and processes which are fit for purpose and integrated into operational delivery. This means a significant link into the Customer and Digital Programmes of work. Twelve key principles are:

KP1	The Target Operating Model (TOM) will help officers define future housing service needs by working closely with DBC customers and other key stakeholders to ensure outcomes are delivered that will have a significant positive impact.
KP2	The TOM will ensure DBC current customers (in receipt of housing services) will be involved in the future planning, design, and evaluation of services.
KP3	TOM will design in a digital enhanced experience and channel shift where appropriate and possible.
KP4	The services and products provided to Dacorum housing customers will be commissioned to provide benefits to the community beyond the actual service provided
KP5	The TOM will enable officers to work with service providers/suppliers in a partnership and collaborative customer-centric approach, and will encourage them to be flexible and innovative in order to meet the outputs required.
KP6	The TOM will ensure that DBC workforce has a “customer first” culture and skilled/trained officers.
KP7	Services will be monitored, evaluated, and reshaped to maximise performance outcomes
KP8	The TOM will ensure ethical, VFM and quality suppliers/contractors are engaged.
KP9	Housing services and products will evolve, grow and be modernised to meet current and evaluated future aspirations and demands.
KP10	The TOM will enable officers to work with other local and regional bodies achieving quality and “best value”– this also includes Partner, Provider, and supplier organisations, including communities and the charitable sector.

KP11	The TOM will ensure officers meet their Statutory duties in every instance and ensure all stakeholders are aware of their resulting obligations
KP12	The Target Operating Model will create the conditions internally which enable the council of the future through the creation of appropriate business models

5. Programme Methodology

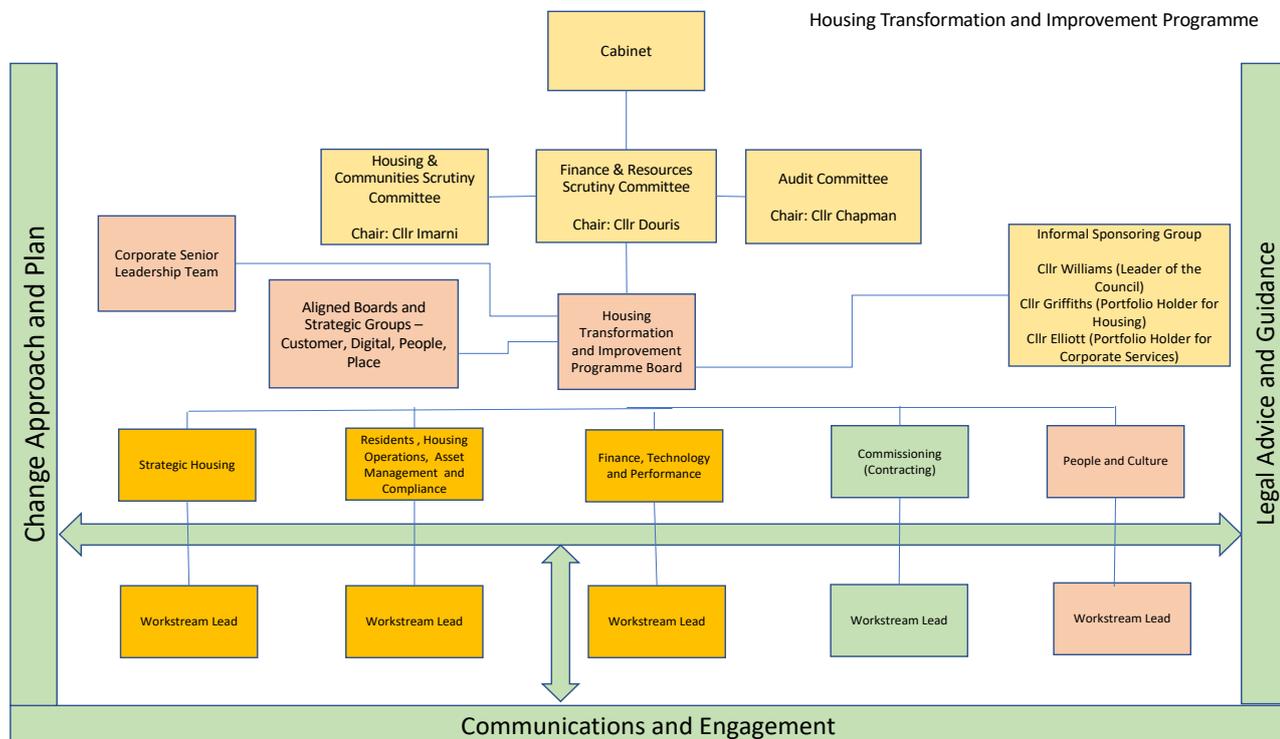
HTIP is developed using recognised transformational programme methodology in terms of its design and mobilisation. It is ultimately delivered for Members and to the CEO as Executive Sponsor.

The programme makes initial use of external resource to assist the shape and mobilise the HTIP programme of activity; there will be a transition phase to internal Dacorum Council resource.

The Programme has:

- A Programme Board
- Workstream Groups (Task and Finish)
- A Programme Mandate
- Defined workstreams and programmes of work
- Programme Plans
- Project Initiation Documents (PIDs)
- Individual workstream plans
- Risk Logs and Risk management
- Highlight and Progress Reports

The diagram below outlines the governance structure of the HTIP programme.



6. HTiP Delivering Benefits

A core element of the HTIP programme is to deliver benefit to both the Council and its customers. The benefits of the HTIP programme need to be developed and agreed. However, they are likely to be across tangible and intangible benefits, so for example people and cost benefit.

The HTIP programme will deliver the following benefits through the improvement programme:

- Process – Improving the way in which Housing services are delivered building in efficiency effectiveness and ownership.
- Governance and assurance in relation to compliance and regulatory requirements
- Officers will be well trained and skilled in the way they deliver services for customers
- Operating cost reductions through new ways of working and efficiency gains
- Improved technology allowing tasks to be undertaken/delivered in real time and which will remove duplicity of data input
- Increased choice and preferences for customers to contact and deal with the Council
- Proactive and responsiveness to customer needs and requirements
- Meaningful, timely and accurate performance monitoring of contracts
- Increased efficiency and improvements to customer complaint handling and resolution
- A customer-centric approach and culture across the entire Council
- Increased satisfaction rates of all customers having contact with the Council

7. Finance

The approved programme budget is £1.58 million; key elements being operational delivery and the HTIP programme team (scheduled to in place until December 2022). There will be handover and transition of the HTIP to DBC housing leads who will assume the delivery and ownership along with some continued project support.

8. Assumptions

There are several assumptions associated with the HTIP programme, these are:

- The programme and its mandate has full Member support
- The structural changes can be developed and implemented at pace in line with the TOM development and in line with organisational need.
- New processes which enable the delivery of the new structure and functions to embed and be sustainable.
- There is sufficient resource and capacity available to ensure delivery of the programme.
- There is sufficient budget available to continue to deliver in accordance with programme timelines across all key areas.
- That the dependencies of the HTIP programme, The Customer and Digital programmes develop in parallel to enable HTIP and underpin its successful outcomes
- That culture development identified and built into change planning is openly adopted and successfully embedded.

9. Risks

There are several key risks which have been identified. In summary these are:

- Sufficient staffing levels and identified training needs
- Continued development and implementation of the TOM
- IT Systems – ensuring that they are fit for purpose and can integrate
Finance – ability to continue financing of the proposed and accepted budget.
- Reputational damage in the event of any non-compliance and poor service performance

- Lack of a coherent and collaborative approach across all depts.
- Health, Safety and Risk culture to be visible and consistent
- Not being clear of what 'good' looks like and being able to consistently articulate and embed
- Ability to maintain the pace of change and its impact – particularly relevant with the consistency of external input

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

10. The Key Deliverables

The HTIP programme has the following key lead deliverables and priorities at its core:

- The Housing Asset Management and Compliance workstream looks to resolve some key process issues and enhance staff training gaps
- The Commissioning and Contracting Workstream will deliver improved training, contract management and adherence to contracting regulation and procedures
- The Residents, tenants, and leaseholders (customers) workstream will be delivered through enabling dependencies across the Customer and Digital programme
- Development of technical opportunities through delivery of the Digital Programme
- Development of new processes which support structural and functional changes
- A benefits recognition and delivery plan
- A People and culture change plan and delivery underpinning the sustainability element of HTIP
- Service plans – protecting on-going business as usual (BAU) throughout HTiP implementation and development changes
- Financial monitoring - ensuring that the programme does not exceed its financial approvals

11. The Programme Plan

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.

Some plans, due to the nature of their delivery are developing and changing rapidly, however the core areas of the programme: Housing Asset Management and Compliance, Commissioning and Contracting have emerging detailed plans for delivery.

