Report for:	Housing & Communities Overview and Scrutiny Committee
Title of report:	HTIP Progress Report – Sept 23
Date:	11 Oct 23
Report on behalf of:	Councillor Simy Dhyani, Portfolio Holder for Housing & Property Services
Part:	I
If Part II, reason:	N/A
Appendices:	Progress Report on HTIP – August 23
Background papers:	N/A
Glossary of acronyms and any other abbreviations used in this report:	HTIP Housing Transformation / Improvement Programme SQA Strategy, Quality & Assurance TPAS – 'Tenant Participation and Advisory Service' TSMs – Tenant Satisfaction Measures: New government performance measures for Housing

Report Author / Responsible Officer

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Corporate Priorities	• **Ensuring efficient, effective and modern service delivery** *And the results of HTIP will then support:* • Providing good quality affordable homes, particularly for those most in need • Climate and ecological emergency – working to deliver net zero carbon • A clean, safe and enjoyable environment • Building strong and vibrant communities

	• Ensuring economic growth and prosperity
Wards affected	All
Purpose of the report:	1. To update the committee on background of HTIP 2. To demonstrate how the project will be taken forward to achieve its aims.
Recommendation (s) to the decision maker (s):	1. To note the progress to date 2. To scrutinise the next steps **3.** To Agree follow-up reports every 6 months, or at any significant milestone if sooner
Period for post policy/project review:	

1   Introduction/Background:

HTIP is a project to transform service delivery in the **housing and property services** directorate.

This became necessary due to the introduction of the Social Housing (Regulation) Act on the 20 July 23, which was intended to deliver "transformational change" for social housing residents. It set out measures to:

- Ensure social housing is safe.

- Make it easier to know how social landlords are performing, to increase transparency and accountability.

- Ensure swift and effective complaint resolution.

- Strengthen the consumer standards social landlords must meet and create a strong, proactive regime to enforce them.

- Empower residents to support them in engaging with and holding their landlords to account.

- Ensure good quality, decent homes and neighbourhoods.

- Support tenants to buy a home of their own.

The roles of the Regulator of Social Housing and the Housing Ombudsman are being strengthened to help deliver these measures.

The initial scope of HTIP included:

1. Decisions on how best to run services
2. Identifying the required customer experience
3. Agreeing effective business processes
4. Reviewing the supporting technology / data
5. Implementing solutions to sustain the improvements across all teams

It was key that we understood the current service offer and a 'root and branch' review was undertaken.

Staff set out to understand their service performance, create a gap analysis against best practice and to form associated improvement plans. We split the project into broad areas of Housing Operations, the Target Operating Model, Contract & Commissioning, Compliance, Asset Management, Strategic Housing and Safe Communities. Each of these has its own action plan and each is "In Progress – on track". This is the mechanism to manage and monitor the progress of HTIP, although the plans are 'live' documents and are being amended to the changing needs of the programme as agreed by HSLT.

HTIP is likely to last for another 12 – 18 months or until the implementation plan has been agreed. A decision will need to be taken at the appropriate time on the benefits of external support helping us during the implementation phase.

The Committee will recall a paper received in the summer 2023, on Asset Management procurement which is a key driver of HTIP and the customer offer. This is being fed into the business plan refresh for 24/25 and the medium and long-term financial plans.

A TPAS smart review of our current methods of resident engagement is underway and the results of that will be fed into the HTIP process at the end of Oct / early Nov 23.

2   Key Issues:

The work of HTIP continues to be progressed within each team, ensuring DBC staff can learn from the process to sustainably embed the resulting changes. There is now a greater understanding of what is required, particularly with the work around the target operating model, where there is now a preferred solution that is being consulted upon with CMT.

The broad themes around performance, the tenants' voice and service improvements will be centralised. This will help join up the work in a more efficient and intelligent way, enabling benchmarking of data and sector comparisons.

The tenants' voice will be heard through feeding back on the Tenant Satisfaction Measures (TSM) results, satisfaction surveys and complaints. This business intelligence will help prioritise the work of HTIP.

This triangulation of performance / satisfaction and improvements will offer some additional oversight to ensure the improvements are working and that we are doing more of what matters most to the residents.

In summary, the focus of this work is to:

- Transform the service
- Deliver excellent resident centred services
- Ensure regulatory compliance
- Becoming a learning organisation; embracing change/lessons learned and pro-actively using data and insight to deliver excellent services
- Reduce Operational / Regulatory / Reputational risk
- Meet the requirements of the White Paper

3   Emerging Findings

A number of HTIP findings are being prioritised to support the business plan and the medium term financial plan. To help ensure sustainable funding streams support the aims of the Council, key actions will be prioritised, including:

- Review of Supporting People Charges & Service Charges

- Consideration of applying rent tolerances

HTIP has provided a clearer idea of the necessary service improvements. The next stage is to agree how best to deliver this across the teams efficiently and look at the systems needed to support this.

There is an emerging requirement to ensure staff can better leverage their time and knowledge by being able to communicate at scale with residents on operational matters, and collect data and insight.

4   Consultation

There is clear need to ensure the communication between staff and other stakeholders remains on track to deliver the actions successfully and to make sure that staff buy in to the changes and services for residents are modernised and improved.

We are working on an agreed communication plan.

5   Financial and value for money implications:

The proposed target operating model is likely to be cost neutral over time, but deliver improved services. Consideration will be given to short-term resource requirements whilst delivering the new ways of working. Other associated costs related to HTIP are being built into the medium term financial plan.

6   Legal Implications

Any associated changes to staff duties will be managed closely by Human Resources. The impact will be limited due to the current number of interim and fixed-term positions within the directorate.

The changes and associated scrutiny during HTIP will reduce the possibility of legal challenge.

7   Risk implications:

The focus of HTIP is reducing the risk associated with Regulatory investigation, legal challenge and reputational damage. It has therefore been included in the risk register as a mitigating action.

8   Equalities, Community Impact and Human Rights:

Community Impact Assessment reviewed/carried out and annexed   - n/a

Human Rights – n/a

Although not applicable at this stage, the outcomes of improved service delivery will deliver future change and each new initiatives will require consideration at an appropriate time.

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

This review aims to improve our service offer.

10   Conclusions:

- HTIP is progressing well.
- Actions are on track and there are some tangible improvements.
  However:
  - Improvements in performance are still necessary now, which will lead into increased satisfaction with residents.
  - Interim improvements are planned to support the longer-term improvements HTIP will deliver
  - Regular updates will be brought to this committee every six months or at key milestones to ensure success

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