

ACTION PLAN: ASSET MANAGEMENT STRATEGY 2024-2029										
ID	Service Area	BRAG	Priority	Tracking	Deadline	Action	Business Lead	SRO	Monthly Update (Commentary)	Status
A1	Asset Management		High	On track	30/06/2024	Ensure compliance with all landlord H&S standards in line with the agreed voluntary undertaking	David Stevens	Wayne Davies	12.02.2024- phasing set out in the VU, monitored through Safety & Quality Standard T&F group	Open
A2	Strategic Enabling		Medium	Not on track	31/12/2028	Achieve 60% satisfaction against TSM measures, in line with the national median	Naomi Morris	Guy Chaundy	12.02.2024- initial year's TSM results will be published in April 2024- BCC looking at circa 50% so require a 10% uplift	Open
A3	Asset Management		High	On track	30/06/2024	Achieve stock condition surveys worth 20% of the portfolio by April 2024, then as a rolling programme ongoing to achieve 100% by 2028	Adele Livesy	Wayne Davies	12.02.2024- currently achieving circa 10,000 surveys with Savils on Board to bolster to enable us to meet the April 2024 deadline, long-term cost factored in to the HRA BP	Open
A4	Asset Management		High	Not on track	31/12/2028	Reduce the number of Disrepair & Litigation claims by 50% by end of 2028	Asha X Patel	Wayne Davies	12.02.2024- new service structure proposes a bolstered D&L team, in addition to planned investment which will improve the quality of resident's homes.	Open
A5	Asset Management		Medium	Not on track	31/12/2028	Reduce the number of repairs per property per year from 4.4 to 3.3	Asha X Patel	Wayne Davies	12.02.2024- re-procurement of the R&M contract will drive quality in this area, to be monitored in line with capital investment within specific areas. Power BI build underway to monitor this	Open
A6	Housing Management		Medium	On track	31/12/2028	Re-integrate CCTV and security into blocks/homes where impact assessments support the need.	Naomi Morris	Stephen Gabriel	12.02.2024- CCTV strategy is on the forward plan, Power BI dashboard in place to identify hot spot areas for investment, to be collated with CCTV installation.	Open
A7	Housing Management		High	Not on track	30/06/2024	Address ASB in line with SLA timescales, improving contact and overall performance	Rishi Spolia	Stephen Gabriel	12.02.2024- service standards have been developed, there is a Power BI dashboard now in place setting out performance against SLA timescales. Now reaching circa 60% which has improved but is not yet in line with SLAs	Open
A8	Asset Management		High	Not on track	31/12/2032	Achieve Decent Homes Standards in line with the HRA Business Plan agreed at Cabinet on the 16th Jan 2024	Sayeed Kadir	Wayne Davies	12.02.2024- cabinet agreement on level of investment on the 16th Jan 2024, broken down in to annual spend year on year	Open
A9	Housing Management		Medium	Not started	31/12/2028	Develop Neighbourhood Management offer for high-rise blocks/estates, based on intelligence and good practice across the city	Natalie Smith/Naomi Morris	Guy Chaundy	12.02.2024- initial scoping mechanism undertaken with Bournville Village Trust (BVT) in relation to replicating their stewardship model and testing this on a BCC estate- decision to be made re spend control	Open
A10	Housing Management		Medium	On track	30/06/2024	Develop set of tenant led service standards, in line with recommendations from the TPAS action plan	John Jamieson	Stephen Gabriel	12.02.2024- service standards work underway, development based on order of priority for residents- example available if requested as evidence	Open
A11	Housing Management		High	Not on track	31/10/2024	Review the service model, re-designing this to ensure our services are delivered locally and visibility in estates is improved.	Stephen Gabriel	Paul Langford	12.02.2024- initial slippage whilst the HRA Business Plan was going through sign off processes; service structure beginning route through formal consultation on the 5th March 2024	Open
A12	Asset Management		Low	Not started	31/12/2028	Ensure as many residents as possible are digitally included and can access Wifi within their home	TBC	Wayne Davies	12.02.2024- not yet started, services to be linked in to the digital cities agenda to consider how this can be prioritised for BCC tenants	Open
A13	Strategic Enabling		High	Not on track	31/12/2028	Improve data and intelligence across our full asset portfolio, making sure decisions around sustainability are based on clear evidence.	Brian Clifton/Carl Wallace	Wayne Davies	12.02.2024- True Compliance implementation and improved stock condition information is being prioritised to address areas of the RSH breach first, before all other aspects of assets data can be improved in the long-term	Open
A14	Strategic Enabling/Housing Management		Medium	Not on track	31/12/2028	Undertake full sheltered housing review, a produce a robust offer for older people, in line with their needs.	Rishi Spolia/Naomi Morris	Guy Chaundy	12.02.2024- Initial exploration of this work has begun through a face to face TSM service in sheltered housing and through the support of BSHP, needs shaping in to a longer term piece of work.	Open
A15	Strategic Enabling		Medium	On track	31/12/2024	Develop a City Housing delivery plan, setting out the interventions utilised to help households facing financial hardship	Helen Shervington	Guy Chaundy	12.02.2024- Resources identified in the SE team to co-ordinate and manage this work, supporting HM, NAIS and TA teams to develop interventions that can support tenants, awaiting s.151. approval	Open
A16	Asset Management		Medium	Not on track	31/10/2024	Develop a robust model that enables us to regularly appraise our assets, encouraging regeneration opportunities and thoroughly assessing financial viability.	TBC	Wayne Davies	12.02.2024- Head of Strategic Assets role agreed to support this area of work, to be recruited as part of a broader restructure within the AM team	Open
A17	Asset Management		High	Not on track	31/12/2026	We will undertake a full review of the lettable standard as part of the Repairs and Maintenance contract reprocurement process.	Asha X Patel	Wayne Davies	12.02.2024- re-procurement deadlines have changed following the decision to end the previous process, interim provision agreed. Void standard to be explored as part of the new procurement process	Open
A18	Asset Management		Medium	On track	31/12/2028	Deliver on whole house retrofit and SHDF programme- as set out within the funding agreement	Adele Livesy	Wayne Davies	12.02.2024- programmes currently on track, expansion to the rest of the stock portfolio is more challenging as it is dependent on external, grant funding	Open
A19	Housing Development		Medium	Complete	31/12/2028	Ensure all new build homes are delivered with energy efficiencies in mind and strive to build homes being carbon neutral or net zero ready.	Claire Flowers	Phillip Nell	12.02.2024- this is factored in to the existing BMHT and will continue to be the case as part of the overall review	Open
A20	Asset Management/Strategic Enabling		High	On track	31/12/2024	Embed all of the recommendations of the Housing Ombudsman damp and mould spotlight report	Grant Kennelly	Guy Chaundy	12.02.2024- Damp and mould policy has been drafted, initial draft shared with the relevant service areas for comments and being monitored by bi-weekly task & finish group	Open
A21	Asset Management/Strategic Enabling		Medium	Not on track	31/12/2028	We will source and maximise grant funding working with partners and other Local Authorities and Registered Providers (RPs) to lobby government to increase funding streams and support Decarbonisation.	TBC	Wayne Davies/Guy Chaundy	12.02.2024- Head of Strategic Assets role agreed to support this area of work, to be recruited as part of a broader restructure within the AM team	Open

A22	Housing Management		Medium	On track	31/12/2028	We will reduce the length of time it takes to let our properties (void turnaround)	Natalie Smith	Stephen Gabriel	12.02.2024- Voids turnaround figures have shown consistent improvement; Housemark are now undertaken a review of the voids process, due to be finalised within the next 6 weeks to support the service to be more efficient in relation to voids management	Open

ACTION PLAN: HOUSING OMBUDSMAN PARAGRAPH 49- AMBER											
ID	Service Area	Requirement	BRAG	Priority	Tracking	Deadline	Action	Business Lead	SRO	Monthly Update (Commentary)	Status
A1	Business Support	Review and update new Complaints Policy, in line with the Housing Ombudsman Complaint Handling Code		High	On track	01/04/2023	Amend Complaints Policy to make reference to the new Compensation Policy	Joanne Podmore	Wendy Griffiths	18/12/23 - Complaints Policy now live on BCC website - reference made to Compensation Policy.	Closed
A2	Strategic Enabling	Implement updated Compension Policy in line with the Housing Ombudsman financial remedies guidance		Medium	On track	01/01/2024	Embed Oracle systems to ensure compensation payments can be managed consistently by one team	Naomi Morris	Guy Chaundy	26.09.2023- Cost centre has now been set up and Oracle approvals are organised	Closed
A3	Strategic Enabling	Implement updated Compension Policy in line with the Housing Ombudsman financial remedies guidance		High	On track	01/01/2024	Develop Compensation Policy to provide some governance around compensation payments for emotional distress	Naomi Morris	Guy Chaundy	18/12/24 - Compensation Policy with Corporate Clearance 18/12 then on agenda for Cabinet January 2024. 17/1/24 - Compensation Policy approved by Cabinet 16/1/24 - EIA needs to be re-submitted for approval then policy go-live date can be agreed (policy being worked to at present).	Open
A4	Asset Management	Expand capacity within the wider repairs team to support the reduction of complaints backlogs		Medium	Complete	01/01/2024	Recruit additional resource to support the repairs complaints backlog	Asha X Patel	Wayne Davies	04.07.2023- resources are in post (2 x FTE)	Closed
A5	Business Support	Expand capacity within the wider repairs team to support the reduction of complaints backlogs		Medium	Not on track	01/01/2024	Reduce the backlog of overdue complaints, across all areas but particularly repairs	Joanne Podmore	Wendy Griffiths	06.12.2023- Complaints volumes have reduced, SLA responses improved to 65% in September 2023 and backlog reduced to 908. Risk around number of potential additional repairs and winter influx. SLA on stage 1 dropped to 45% in October but this month's figure is currently higher.	Open
A6	Strategic Enabling	Expand capacity within the wider repairs team to support the reduction of complaints backlogs		Medium	Complete	01/01/2024	Recruit internal Ombudsman function and streamline activity to ensure lessons have been learned in relation to determinations	Naomi Morris	Guy Chaundy	04.07.2023- resources in post as of the 12.06.2023	Closed
A7	Business Support	Expand capacity within the wider repairs team to support the reduction of complaints backlogs		High	Not on track	01/01/2024	Recruit to vacancies in the complaints team, increasing capacity to satisfactorily manage SLA timesclaes	Joanne Podmore	Wendy Griffiths	16.11.2023- recruit of complaints vacancies continues to progress, all interviews sucessfully completed- working through pre-employment checks. 17/1/24 - complaints team now have full complement of staff (still vacancies but being covered by fixed-term staff pending permanent recruitment). Longer term viability of model dependent on spending permission to continue with Member Enquiries team and other funded activities which have freed capacity for dedicated resources.	Closed
A8	Business Support	An action plan for cross departmental communication and information sharing to ensure a joined up coherent response to issues.		Medium	Complete	01/01/2024	Ensure there is a robust reporting process and live data stream to support leaders to understand the position around complaints at any given time	Joanne Podmore	Wendy Griffiths	16.11.2023- Power BI dashboard universally available at any given time, performance reported monthly at F&P DMT, CMB and CLT etc.	Open
A9	Business Support	Annual report 2022/2023 is published as part of the overall governance process for complaints handling		Medium	On track	30/09/2023	Develop and publish annual report on complaints performance for the City Council	Joanne Podmore	Wendy Griffiths	16.11.2023- Challenges with IT and accessiblity guidelines, enabling the report to be published- escalated through the AD of DTS 17/1/24 - Annual report is now available on BCC website; this report was produced in March 2023 and does not include the	Closed
A10	Business Support	Identify a lead member on its governing body who will be responsible for monitoring complaint handling performance. This should be communicated across the organisation (including contractors) and publicised to residents.		Low	Complete	01/01/2024	Identify senior lead officer responsible for complaints handling across the Council	Joanne Podmore	Wendy Griffiths	16.11.2023- Responsible officer clear, this will be highlighted as part of the amended Complaints Policy	Closed
A11	Strategic Enabling	A new self-assessment against the Code explaining the actions it intends to take to address areas of non-compliance.		Low	Complete	01/01/2024	Complete a reviewed version of the self-assessment against the Housing Ombudsman Complaint Handling Code	Naomi Morris	Guy Chaundy	04.07.2023- completed and submitted as part of the initial Para 49 submission to the Housing Ombudsman	Closed
A12	Asset Management	Monitor and review repair progress with its contractors to ensure residents do not have to make repeated requests for repairs.		Medium	On track	01/01/2024	Review the dashboards set up in Power BI to monitor service delivery in the repairs area to make sure these are reflective of what is required	Asha X Patel	Wayne Davies	6.12.2023 - Power BI dashboards are finalised, BIO to set up a framework to ensure these are being utilised appropriately 18.12.23 - Recall Report, Right First Time Report, CRE Reports in place - ask from AP of CW to merge data to produce story of customer journey. Recall process changed to recall process - why follow on job required, when carried out etc to enable HOS to challenge contractors - this will be shared with contractors from Jan 24. RFT data indicates performance has been improving as a result of changes made (last 9 months). Contractors to be given access to Power BI - reports to be locked by contractor - AP/AG to check who needs access with contractors - CW to build report. 17/1/24 - Contractor access to Power BI in progress; testing and validation of Power BI dashboards are ongoing but all reports are available for access. 31/1/24 - embedment now in progress within service	Open
A13	Asset Management	Expand capacity within the wider repairs team to support the reduction of complaints backlogs		Medium	Not on track	01/01/2024	Recruit to Business Information Officer position to improve record keeping in the repairs function	Asha X Patel	Wayne Davies	20.12.2023 - Ankit Gupta in place effective from 5 November.	Closed
A14	Business Support	Improve overall complaints performance in line with the Housing Ombudsman Complaint Handling Code		Medium	Not on track	01/06/2024	Ensure both Stage 1 and Stage 2 complaints are managed within SLA timescales	Joanne Podmore	Wendy Griffiths	18.12.2023 - S1 performance fell to 45% in October from year high of 65% in September. YTD - 58% S1, 43% S2 17/1/24 - SLA performance has improved on low in October 2023; trend from 2022 onwards shows improvement however performance not currently at desired level or at level comparable based on benchmarking of other LA's. Jo Podmore's report of 12/1/24 highlights performance trends - expectation is that SLA will improve and backlog will reduce over next 3-	Open
A15	Asset Management	Review existing processes and make improvements to the repairs escalation processes, for maximum efficiency/oversight		High	Not on track	01/0/2024	Ensure Power BI reporting flags specific triggers to service leads and these are acted upon	Asha X Patel	Wayne Davies	6.12.2023- Power BI dashboards are finalised, BIO to set up a framework to ensure these are being utilised appropriately 20/12/23 - Outstanding IT piece to develop automatic triggers via NEC - AP to discuss with JH. Existing reports provide relevant information to manually identify properties/areas/archetypes of concern to HOS/BIO for follow-up. Evidence needed of self-service of SSM's accessing data via Power BI. AG to hold BI session with SSM's to show triggers etc. Ask from AP to schedule reports to be issued to SSM's - top 100 etc for follow-up. Offer from CW to deliver training to SSM's for	Open
A16	Asset Management	Triage repair requests, accurately classifying them by severity and acting on requests within the period specified in its policy.		High	Not on track	01/01/2024	Power BI reports now in place to target service failure, ensure these are utilised proactively by service leads	Asha X Patel	Wayne Davies	6.12.2023- Power BI dashboards are finalised, BIO to set up a framework to ensure these are being utilised appropriately. 20.12.2023 - Reports have been/are being reviewed for assurance. RTF, WIP, CRE and Recall reports enable identification of service failure issues for escalation/resolution via BIO/HOS. 17/1/24 - reporting available on Power BI usage to ensure that reports are being utilised by SSM's etc as required.	Open
A17	Asset Management	Integrated systems for voids, repairs and capital works should be in place		High	On track	01/01/2024	Review voids lettable standard in line with R&M contract re-procurement	Asha X Patel	Wayne Davies	16.11.2023- This area of work has been affected by the changes to procurement of the R&M contract. Identify whether fundamental changes can be made to the void standard as part of the contract extension. 20.12.23 - AP to discuss with WD for current narrative around scope of void changes given Council's position. Visits and pre-vacation check are in contract now - allows flexibility for addressing issues and reduced opportunity for contractors to give poor performance. Void Standard ensures Safe and Warm- what scope is there to provide beyound this? AP/WD to discuss. 17/1/24 - AP/WD have discussed void standard; minor changes have been made to the existing void standard which will form part of the 2024 contract; limited scope to make this standard more aspirational given financial position of Council.	Open
A18	Asset Management	Escalate problem and recurring repairs to someone of appropriate seniority		Medium	On track	01/01/2024	Create report of "top 100" cases by issues (no access, repeat repairs, missed appointments, no contact etc) and implement means of targeting actions	Asha X Patel	Wayne Davies	6.12.2023- Power BI dashboards are finalised, BIO to set up a framework to ensure these are being utilised appropriately. 20.12.2023 - AG/AP reviewing cases to identify issues/triggers for escalation. 17/1/24 - this work is ongoing with AP/AG. 31/1/24 - CW to check and send to AP/AG for review ahead of next meeting "top 100" replaced with "properties of concern" acrosss AM and HM.	Open
A19	Asset Management	Escalate problem and recurring repairs to someone of appropriate seniority		Medium	On track	01/01/2024	Embed automated process for escalating repairs to ensure Senior Management oversight	Asha X Patel	Wayne Davies	24.11.2023 - Report built and oversight via SIG meetings 20.12.2023 - Weeklydaily dashboard in Power BI to include follow-on's.	Open
A20	Asset Management	Take a pro-active approach to repairs, making best use of void periods and intelligence to tackle problems before they arise		High	On track	01/01/2024	Systems developed for pro-active decision making around voids, repairs and capital programmes	Asha X Patel	Wayne Davies	06.12.2023 - Reports in place pending validation by HOS and BIO. Auto repairs history - void reports - block reports/RAG report, linked to AMS - November Summit and joined meetings with Capital and Repairs quarterly from January 2024 - TOR for evidence - AP to produce. 17/1/24 - weekly performance meetings being held with contractors to address WIP, no access, cancellations etc. 31/1/24 - this is now in place as BAU.	Open
A21	Asset Management	Take a pro-active approach to repairs, making best use of void periods and intelligence to tackle problems before they arise		High	On track	01/01/2024	Auto-generate repairs history at void stage and link to Capital programme - share with contractors	Asha X Patel	Wayne Davies	06.12.2023 - IT sorted - AP to confirm how data will be shared with contractors (email or link to BI) 20.12.2023 - AP/AG to investigate whether this can auto-report when a property is changed to PROV in NEC or whether this requires picking up manually via Power BI. 17/1/24 - repairs history being generated at void stage for sharing with contractors and to feed into capital programme. 31/1/24 - work in progress on access for contractors to relevant BI reports then this can be tested and action closed; BIO to confirm which reports contractors require access to.	Open
A22	Asset Management	A framework for its record keeping standards, including the standards expected of contractors acting on its behalf		High	On track	01/01/2024	Explore capability for online storage of photos	Asha X Patel	Wayne Davies	20.12.2023 - Unable to store via NEC - DM360 will resolve issue - AG to explore implementation and clarify existing classifications/free text within DM360 are sufficient. 17/1/24 - AG has now received access to DM360 and will be progressing this work. 31/1/24 - longer term action, soft target for late 2024	Open

A23	Asset Management	A framework for its record keeping standards, including the standards expected of contractors acting on its behalf		High	On track	01/01/2024	A standard process and procedure for maintaining records, with an auditable record of action for internal and contractor staff	Asha X Patel	Wayne Davies	6.12.2023 - AP to implement clauses as part of contract - setting up PDA form for contractors with checklist of actions to feed into BI. AP to discuss with JH/CW. 20.12.2023 - AP adding clause v2.1 to contractor agreements to specify note-taking requirements - ask whether contrctors can complete via PDA to interface with NEC. BCC access to contractor systems is inn contract - firewall issues preventing - BCC do not yet have view access to Maintain system to monitor contractor notes etc. 17/1/24 - record keeping traning delivered in first two weeks of January 2024 to contractors and SSM's for rollout. 31/1/24 - contractor do's and dont's in place, reviewed via BIO and raised with contractors as part of BAU.	Open
A24	Asset Management	An action plan for how it intends to embed the use of the framework throughout the landlord and its contractors to ensure people have access to relevant information when needed. In particular, that its complaint handling staff have access to appropriate and relevant records when responding to complaints		High	On track	01/01/2024	Repairs staff using Contact function and testing effectiveness, then rolling out training to relevant staff with BIO support	Asha X Patel	Wayne Davies	6.12.2023 - Contact function being used - training to be developed and delivered - SIG groups, SD groups, HM wider team meetings, P49 meeting with HM; DMT - embed through interim contract. Clairty needed on Action Plan format. 20.12.2023 - DP training AG/KC on Contact function - backtracking 3-6 months to capture all contacts. This is managed via Customer Services - AP to ask NEC can change to link directly to repairs. DP will train team on contact functionality then to wider team as part of standard NEC training. Contact report will then work via Power BI to highlight issues of no contact etc. 31/1/24 - embedment of P49 actions via embedment plan/BIO - matrix update for April, telephone contacts March, phone samples from Jan - actions throughout 2024.	Open

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ACTION PLAN: TRANSPARENCY, INFLUENCE & ACCOUNTABILITY- AMBER												
ID	Service Area	Requirements	BRAG	Priority	Tracking	Deadline	Action	Business Lead	SRO	Monthly Update (Commentary)		Status
A1	Housing Management	Registered providers must use relevant information and data to: a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether all tenants have fair access to, and equitable outcomes of, housing and landlord services.		High priority	Not on track	01/04/2024	A full audit of tenant's communication and accessibility needs to be undertaken to inform ongoing communication with residents	John Jamieson	Stephen Gabriel	16.11.2023- Re-prioritising approach to tenant engagement (TPAS) action plan following the implementation of proposed consumer standards. 22.01.2024 - CXS working on this and how this ties into vulnerability where tenants identify inability to read/write etc. 05.02.2024- Report from Carl requested on what we do/don't know in terms of data		Open
A2	Housing Management	Registered providers must use relevant information and data to: a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether all tenants have fair access to, and equitable outcomes of, housing and landlord services.		High priority	Not on track	01/04/2024	Ensure diversity data is recorded as a mandatory field when residents move in, and is updated throughout the life of the tenancy	John Jamieson	Stephen Gabriel	16.11.2023- Ability to record diversity data is available, this isn't well recorded or well utilised and must sit within mandatory processes at lettings stage. 05.02.2024 - Functionality for recording is available; can be made mandatory on proviso that there is a "prefer not to say" option against each area. CXS reviewing what data we have and the validity of this data - GK shared current BI report with ethnicity/language/disability etc as reference point.		Open
A3	Strategic Enabling	Registered providers must use relevant information and data to: a) understand the diverse needs of tenants, including those arising from protected characteristics, language barriers, and additional support needs; and b) assess whether all tenants have fair access to, and equitable outcomes of, housing and landlord services.		Medium priority	Not on track	01/04/2024	Develop a Vulnerability Policy setting out how the Directorate should respond to hard-to-reach groups, addressing issues like language barriers, support needs, accessibility issues etc.	Naomi Morris	Guy Chaundy	16.11.2023- Scope for the policy has been drafted, agree consultation routes and date for the forward plan. 23.01.2024 - draft policy has been reviewed within SE - needs to be shared with LF/JJ to check against service requirements. Housing Ombudsman spotlight report 23.01.2024 makes some specific recommendations around vulnerability/protected characteristic policies so draft policy will need to be reviewed against this report before sharing. 05.02.2024- consultation with operational teams to be organised via GK		Open
A5	Strategic Enabling	Registered providers must ensure that landlord services are accessible, and that the accessibility is publicised to tenants. This includes supporting tenants and prospective tenants to use online landlord services if required.		Medium priority	Not on track	01/04/2024	Review information available for residents to ensure there is a provision of advice, information and this is clear and accessible	Jamie Harrison	Guy Chaundy	16.11.2023- Specification has been identified for this work, full project brief, timescales and scope must be arranged. 22.01.2024 - CXS meeting with JH to discuss current parameters of BRUM as a self-serve function and how other services can then be publicised/made available to tenants. Likely to be via a web page/resource rather than via BRUM. 05.02.2024- Looking for site map/assessing with research teams being undertaken through CXS		Open
A7	Strategic Enabling	Registered providers must take tenants' views into account in their decision making about how landlord services are delivered.		Medium priority	Not started	30/06/2024	Develop Community Influencing and Engagement Strategy setting out how residents will be included in decision making around landlord services	Naomi Morris	Guy Chaundy	16.11.2023- Sought agreement around responsibility through the TPAS action, now agreeing timescales on the forward plan. 22.01.2023 - New framework will be live from March 24 - LF meeting with Carl Wallace and team to discuss reporting etc. 05.02.2024- Key decision form to be completed, engagement folder in MS teams to be populated, CXS leading		Open
A8	Housing Management	Registered providers must give tenants a wide range of meaningful opportunities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.		High priority	Not on track	30/06/2024	As part of new Residents Influence structure, it must be clearly set out how residents can meaningfully contribute to and scrutinise service delivery	John Jamieson	Stephen Gabriel	05.02.2024- New engagement structure is progressing and is on track for June 2024. Constitution document has been improved and there is a recruitment campaign to pull in more representative sample of tenants		Open
A9	Housing Management	Registered providers must communicate with tenants and provide information on how residents can use landlord services, understand what to expect of them and hold them to account		High priority	On track	30/06/2024	Develop a clear set of service standards with engaged tenants and publish these in a variety of formats	John Jamieson	Stephen Gabriel	16.11.2023- Significant delays to this work since the original inspection, this is now being progressed following the recruitment of a Programme Manager. 22.01.2023 - Service Standards are under review/some have been reviewed. Intention is to publish all once they have all been reviewed. 05.02.2024- Snapshot of where all of the service standards are and what stage they are- HM ones are all on track and have been completed		Open
A10	Strategic Enabling	Registered providers must communicate with tenants and provide information on how residents can use landlord services, understand what to expect of them and hold them to account		Medium priority	Not started	30/06/2024	Review and update Tenants Handbook with up to date information landlord services	Natalie X Smith	Stephen Gabriel	16.11.2023- Identified as part of the self-assessment, agree scope and approach. 22.01.2024 - this work is ongoing via Asha K alongside the Tenancy Conditions review. Intention is for an interim revised version to be published pending full review and implementation. 05.02.2024- tenant handbook is being updated as part of the tenant condition review, consultation will advise on this		Open
A12	Strategic Enabling	Registered providers must meet the Regulator's requirements in relation to Tenant Satisfaction Measures and ensure these inform operational delivery		High priority	On track	30/06/2024	Q1, Q2 TSM information recorded and shared with service teams, Housemark undertaking these for independence, supported by internal online surveys	Naomi Morris	Guy Chaundy	16.11.2023- Collect full 4 quarters of information and publish for residents 23.01.2024 - Q3 results should be available in next couple of days - GK chased 23.01.2024 05.02.2024- Q3 results available, Grant to focus on the submission with Andy/Carl		Open
A13	Housing Management	Registered providers must communicate with tenants and provide information on how residents can use landlord services, understand what to expect of them and hold them to account		Medium priority	Not on track	30/06/2024	Review the content and publish the Annual Report 2022/2023	John Jamieson	Stephen Gabriel	16.11.2023- Delays with this being published, progress support to the service team to finalise. 23.01.2024 - annual report with Cabinet Member for approval. 05.02.2024- not yet received from Cllr F- chasing this via Cabinet support so this can be uploaded		Open
A15	Strategic Enabling	Registered providers must communicate with the Regulator on all material matters of non-compliance in a timely manner through established self-referral routes		High priority	Complete	30/04/2023	Compliance Board mobilised to discuss areas of risk, with clear and visible governance process	Naomi Morris	Guy Chaundy	16.11.2023- complete		Open
A16	Housing Management	Registered providers must treat all tenants with fairness and respect		Medium priority	Not on track	30/06/2024	Develop tenant comms plan, setting out regular opportunities to share information across the board	John Jamieson	Stephen Gabriel	16.11.2023- This was highlighted as part of the TPAS review, and is one of the key recommendations of the review. 23.01.2024 - CXS working with HS on Comms Plan, pulling in local info from services etc.		Open
A17	Housing Management	Registered providers must assist tenants who wish to implement tenant-led activities to influence and scrutinise their landlord's strategies, policies and services. This includes in relation to the neighbourhood where applicable.		Medium priority	Not started	30/06/2024	Neighbourhood Plans must set out activities for genuine resident involvement in the local area- these must be widely publicised and take in to consideration diversity needs	John Jamieson	Stephen Gabriel	16.11.2023- Identified as part of the self-assessment, agree scope and approach 22.01.2024 - this needs to link with Karen Cheney's area re Ward Plans to ensure no duplication/cross-purposes. This will/should require tenant involvement and sign-off. Redesign will deliver locality based model via locality working plans. NM to discuss with RS to ensure that plans are aligned and refer to each other. This needs to link to EBEB work - HS speaking to RK re this - to update 05.02.2024- NM has agreed to re-design what a Neighbourhood Plan could look like		Open

ACTION PLAN: SAFETY & QUALITY- AMBER												
ID	Service Area	Requirement	Requirement	BRAG	Priority	Tracking	Deadline	Action	Business Lead	SRO	Monthly Update (Commentary)	Status
A1	Asset Management	Asbestos	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Deliver on asbestos programme to ensure all outstanding management surveys are completed	David Stevens/Brian Clifton	Wayne Davies	22.02.2024- Programme has been delayed due to failed procurement, looking at options with procurement to accelerate the process and to see whether this can be expedited	Open
A2	Asset Management	Asbestos	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Cleanse remedial actions received from BCL on asbestos management surveys completed	David Stevens/Brian Clifton	Wayne Davies	22.02.2024- Pricing was returned from both contractors to pick these up, higher pricing than expected. Costs have been re-submitted and an internal QS is reviewing this to make sure they are reasonable. High-risk jobs to be raised and then closed.	Open
A3	Asset Management	Governance	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	On track	30/06/2024	Implement and embed true compliance IT system to reduce manual intervention and to provide certainty re compliance data	Brian Clifton	Wayne Davies	22.02.2024- Property data on true compliance is now accurate following a data cleanse, demo to the Regulator on the 12th March meeting	Open
A4	Asset Management	Fire Safety	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Ensure all remedial actions are recorded, categorised and audited and there are appropriate processes in place to deliver this	David Stevens/Brian Clifton	Wayne Davies	22.02.2024- Remedials are now being recorded appropriately and this is reflected on the dashboards but there is a capacity issue in HM to pick this up, business case pending	Open
A5	Asset Management	Fire Safety	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Deliver on fire safety programme in low-rise blocks to ensure all outstanding FRAs have been completed	David Stevens/Brian Clifton	Wayne Davies	22.02.2023- On track, continuing at expected completion rate	Open
A6	Asset Management	Electrical Safety	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Undertake a full analysis of EICR remedial actions for assurance that historic remedials have been actioned and those outstanding are included within the current programme	Carl Wallace	Wayne Davies	22.02.2024- Remedials are starting to come down, just an analysis of how many are historic and how many are new to make sure there is acceleration on both	Open
A7	Asset Management	Electrical Safety	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Deliver on electrical safety programme- accelerating in both domestic and communal blocks	Sayeed Kadir/Regan Taylor	Wayne Davies	22.02.2024- EICR domestic programme is now moving forward but there is stagnation on the communal programme due to a need to tackle some very large blocks.	Open
A8	Asset Management	Gas Safety	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		Medium	Complete	31/10/2023	Savills to undertake a full audit of gas safety cases to provide full data validation around the numbers	Sayeed Kadir	Wayne Davies	23.01.2024- finished all actions now due by Dec 2023, now working on Jan 2024 actions	Open
A9	Asset Management	Carbon Monoxide Installation	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/09/2023	Deliver the carbon monoxide installation programme in all relevant properties	Sayeed Kadir	Wayne Davies	22.02.2024- Several blocks have already been stripped out which has had a significant impact. Data cleanse is ongoing but is likely the number outstanding will reduce even further.	Open
A10	Asset Management	Smoke detectors	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Complete	30/06/2024	Deliver smoke detector testing in line with the October 2022 legislation	Sayeed Kadir	Wayne Davies	23.01.2024- operating at BAU	Closed
A11	Asset Management	Legionella	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	On track	30/06/2024	Deliver the legionella programme, improving compliance in domestic properties	Sayeed Kadir	Wayne Davies	22.02.2024- Working through formal contractor performance mechanisms, there are some properties that need to be taken off the system due to implementation of specific tanks. Officers physically checking these are in place before removing from the programme	Open
A12	Asset Management	Lifts	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		Medium	Complete	30/06/2024	Improve visibility of data and regularity of reporting in relation to lift safety checks	Sayeed Kadir	Wayne Davies	05.02.2024- BAU	Open
A13	Asset Management	Lifts	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	Not on track	30/06/2024	Ensure data on remedial actions is available for LOLER checks and lift safety checks	Carl Wallace/Ricky Jones	Wayne Davies	22.04.2024- All properties now accurately recorded on true compliance, integration underway with NEC to enable reporting	Open
A14	Asset Management	Data	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		Medium	Complete	01/04/2023	Ensure the 'big 6' are regularly reported on at the Compliance Board and there is a Power BI dashboard to reflect this	Carl Wallace/Ricky Jones	Wayne Davies	04.07.2023- reported on at the Compliance Board at the last 3 monthly meetings and ongoing	Closed
A15	Asset Management	Data	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		Medium	Not on track	31/10/2023	Undertake a full data validation exercise across all of the 'big 6' to provide confidence in the data being presented	David Stevens	Wayne Davies	22.04.2024- failed procurement due to poor quality bids, new timescales being agreed with procurement	Open
A16	Asset Management	Decent Homes Standards	Registered providers must ensure that tenants homes meet the standard set out in section 5 of the Decent Homes guidance and continue to maintain their homes to at least this standard unless exempt by the Regulator		Medium	On track	30/06/2024 (and ongoing)	Target investment based on RAG rated stock portfolio- taking a risk based approach- this should be regularly updated in line with Compliance	Carl Wallace	Wayne Davies	22.04.2024- operating as part of the BAU process, working on how this is automated re investment.	Open
A17	Asset Management	Decent Homes Standards	Registered providers must ensure that tenants homes meet the standard set out in section 5 of the Decent Homes guidance and continue to maintain their homes to at least this standard unless exempt by the Regulator		High	Complete	31/10/2023	Develop an overarching 30 year investment plan with a specific focus on Decent Homes Standards	Gwen Haq	Guy Chaundy/Wayne Davies	02.01.2024- Reports agreed by commissioners, going to Cabinet on the 16/01	Open
A18	Asset Management	Decent Homes Standards	Registered providers must ensure that tenants homes meet the standard set out in section 5 of the Decent Homes guidance and continue to maintain their homes to at least this standard unless exempt by the Regulator		High	Complete	31/10/2023	Develop an asset management strategy setting out our commitment to providing Decent Homes for our tenants	Gwen Haq	Guy Chaundy/Wayne Davies	02.01.2024- Reports agreed by commissioners, going to Cabinet on the 16/01	Open
A19	Asset Management	Decent Homes Standards	Registered providers must ensure that tenants homes meet the standard set out in section 5 of the Decent Homes guidance and continue to maintain their homes to at least this standard unless exempt by the Regulator		High	Not on track	30/06/2024	Accelerate actual stock condition surveys with the view to achieve 20% a year over the next 5 years	Adele Livesy	Wayne Davies	22.02.2023- Acivico have stalled in relation to the programme but Savills have made up the numbers, still within target to achieve 12,000 by the end of April 2024	Open
A20	Asset Management	Repairs	Registered providers must provide effective, efficient and timely repairs, maintenance and planned improvements for homes and communal area		Medium	Complete	01/01/2024	Ensure there is a framework to monitor record keeping and overall contractor activity within the repairs and maintenance service	Asha X Patel	Wayne Davies	22.02.2024- embedded as part of BAU post HO	Open
A21	Asset Management	Repairs	Registered providers must provide effective, efficient and timely repairs, maintenance and planned improvements for homes and communal area		Medium	Not on track	01/04/2024	Develop assurance process, around contractor activity ensuring quality of service and ensure these are embedded	Asha X Patel	Wayne Davies	22.02.2024- CWOs do not have capacity to support, being managed within S&E	Open
A22	Asset Management	Repairs	Registered providers must provide effective, efficient and timely repairs, maintenance and planned improvements for homes and communal area		High	Complete	01/04/2024	Recommissioning of the R&M contract to reflect aspects of customer satisfaction	Asha X Patel	Wayne Davies	02.01.2024- R&M Cabinet report (section 9) demonstrates new KPIs re customer feedback, Para 49 report.	Open
A23	Asset Management	Contract Management	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		High	On track	Ongoing	Ensure there are regular contract management meetings undertaken across the 'big 6' areas and these are formally recorded	Sayeed Kadir	Wayne Davies	30.08.2023 meetings have now been set up across each of the contract areas to ensure acceleration.	Closed
A24	Asset Management	Contract Management	Registered providers must provide effective, efficient and timely repairs, maintenance and planned improvements for homes and communal area		Medium	Not on track	30/06/2024	Review process and timeframes for dealing with remedials across the board, liaising with contractors through SIG- develop new SOP	Asha X Patel	Wayne Davies	22.02.2024- Senior Data Analyst to document the rules for priority to ensure these are easily monitored within the WIP process	Open
A25	Asset Management	Asbestos	Registered providers must take reasonable steps to ensure the health & safety of tenants in their home and in communal areas		Medium	On track	31/03/2024	Preparing for tech forge switch off- solely reliant on TC for the 31/03/2024	Jamie Harrison	Wayne Davies	22.02.2024- on track for implementation at present, agreed to track as part of this forum	Open

Risk Register											Current assessment				Residual risk assessment			
Risk Ref	Date raised	Date reviewed	Project/Workstream	Theme	Risk/Event/cause	Impact	Action(s) to mitigate	Risk owner	Risk treatment	Direction of travel	Current Likelihood	Current impact	Current score	Residual Likelihood	Residual impact	Residual Score	Risk Status	
1	23/01/2024	23/01/2024	SQ	Data	True Compliance implementation has involved a significant data cleanse and therefore our understanding with the numbers might change	Regulator's confidence in the data and numbers	True Compliance implementation will mitigate against this	Wayne Davies	Tolerate	Positive	Likely	Medium	Medium					
2	23/01/2023	23/01/2024	SQ	Data	Integration between True Compliance/Northgate is proving challenging, the systems are likely to say different things	Regulator's confidence in the data and numbers	IT managing change control	Jamie Harrison	Treat	Neutral	Likely	Medium	Medium					
3	30/01/2024		NS	Developmental	Development of New Structures within HM and AM- localisation model embedding, delays and realign integration issues	Regulators confidence, commitments in HRA and AMS	Monitoring or progress and resulting actions through the T&F groups	Paul Langford	Treat	Neutral	Likely	Medium	Medium					
4	30/01/2024		TS	Legal and Regulatory	Assured Tenancy provision in PSL	potential further Breach Notice	agreements to be completed and revisions made accordingly- Actions monitored through T&F groups to ensure a level of compliance is met. External self assesemtn to be completed by CT to provide further assurance	Stephen Gabriel	Treat	Negative	Likely	High	High					
5	30/01/2024		SQ	Legal and Regulatory	Failure to reach commitments provided to the RSH by June 2024	Regulator confidence and potential financial implications if financial penalties provided	HO continued intervention and monitoring	Naomi Morris	Treat	Positive	Likely	Medium	Medium					
6	30/01/2024		HO	Legal and Regulatory	Progress made and desired, against the action plan is not sufficient to satisfy HO requirements	Complaints performance - if there is not an improvement in the complaints responses and levels then there is an increase in the chance of negative HP determinations	Evidence and further assurance provided to the HO in this area	Asha Patel/Guy Chaundy	Treat	Neutral	Likely	Medium	low					
7	30/01/2024		HO	Legal and Regulatory	Record keeping - process just being embedded and potential system concerns (usage of functions within NEC) and lack of access to such records as contractor records os a potential risk	HO continued intervention and monitoring	Complaints monitoring and potential action resulting in a lack of reductin in complaints	Asha Patel/Jo Podmore	Treat	Negative	Likely	High	High					
8	30/01/2024		HO	Legal and Regulatory	Repairs - reports are built etc and visibility is there but the assurance is just starting and needs to be ongoing and effective to track back with contractors etc where performance is poor	HO continued intervention and monitoring	Further monitoring of record keeping and functionality issues within NEC	Asha Patel/Guy Chaundy	Treat	Neutral	Likely	Medium	Medium					
9	30/01/2024		HO	Legal and Regulatory	ASB performance- milestones required from the service, re expected improvement and at which point we can have some assurance that this is improvement	Repairs - reports are built etc and visibility is there but the assurance is just starting and needs to be ongoing and effective to track back with contractors etc where performance is poor	Further monitoring of reporting process	Asha Patel/Guy Chaundy	Treat	Neutral	Likely	Medium	Medium					
10	02/05/2024		NS	Operational	Service re-design is a key dependency in relation to the capability and capacity of the HM/AM teams to deliver on some of these key objectives	Regulator- preparation for inspection	Service is forecasting milestones for expected improvement	Rishi Spolia/Stephen Gabriel	Treat	Negative	Likely	Medium	Medium					
11	16/02/2024		NS	Operational		Service re-design is a key dependency in relation to the capability and capacity of the HM/AM teams to deliver on some of these key objectives	Forecasting completion dates for October 2024	Stephen Gabriel	Tolerate	Neutral	Likely	Medium	M					

Issue Log

Issue Ref	Date raised	Date reviewed	Project/Workstream	Theme	Issue description	Treatment	Direction of Travel	Impact	Current status
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Key

Workstream/Project

HO	Housing Ombudsman
NS	Neighbourhood Standard
TS	Tenancy Standard
TIA	Transparency, Influence and Accountability Standard
SQ	Safety and Quality Standard

Theme

Communication

Data

Developmental Strategic planning, reorganisatio/transformation

Financial Financial loss, fraud

Legal and Regulatory

Operational

People

Political

Reputational

Technology

Risk Treatment

Treat	Take action(s) to reduce the risk
Tolerate	Take no action, accept the risk impact
Terminate	Stop the event from taking place and the risk occurring
Transfer	Transfer the risk to someone else
Opportunity	Exploit it

Impact Classification

4	Catastrophic
3	Critical
2	Marginal
1	Negligible