



Public Document Pack

Uttlesford District Council

Chief Executive: Peter Holt

SUPPLEMENTARY PACK

Scrutiny Committee

Date: Monday, 13th March, 2023

Time: 6.00 pm

Venue: Council Chamber - Council Offices, London Road, Saffron Walden,
CB11 4ER

Chairman: Councillor N Gregory

Members: Councillors C Criscione, G Driscoll, V Isham, R Jones, P Lavelle,
G LeCount (Vice-Chair), S Luck, G Sell and J De Vries

ITEMS WITH SUPPLEMENTARY INFORMATION PART 1

Open to Public and Press

4 Housing Revenue Account 2023/24 Update

3 - 18

To consider the Housing Revenue Account 2023/24 update.



Uttlesford District Council

Chief Executive: Peter Holt

For information about this meeting please contact Democratic Services

Telephone: 01799 510369, 510410, 510460 or 510548

Email: Committee@uttlesford.gov.uk

General Enquiries

Council Offices, London Road, Saffron Walden, CB11 4ER

Telephone: 01799 510510

Fax: 01799 510550

Email: uconnect@uttlesford.gov.uk

Website: www.uttlesford.gov.uk

Committee:	Cabinet	Date:	16 March 2023
Title:	Housing Revenue Account 2023/24 – Update		
Portfolio Holder:	Portfolio Holder for Finance and Budget		
Report Author:	Jody Etherington, Assistant Director of Finance JEtherington@uttlesford.gov.uk	Key decision:	Y

Summary

1. In August 2022, the Council referred itself to the Regulator for Social Housing in respect of a potential breach of the Home Standard. Since then, significant work has been undertaken at speed in order to identify, understand and rectify the underlying issues in accordance with a detailed 'Path to Compliance Action Plan' (see Appendix C).
2. In addition, in December 2022, the Council committed to undertake a full stock condition survey of its entire housing stock. This was primarily to understand the extent of any issues concerning damp and mould, which has been a focus of all landlords nationally following the tragic death of Awaab Ishak in Rochdale. This work commenced in January 2023, and although it is not anticipated to conclude until early 2023/24, interim findings have now allowed officers to begin to project the cost implications to the Housing Revenue Account (HRA) of dealing with the sizeable number of category 1 and 2 hazards (i.e. the most serious types) which have been identified.
3. The pace of all of this work has been such that the full financial implications were not fully developed at the time of setting the Housing Revenue Account (HRA) budget for 2023/24. As such, the revenue budget which was approved by Council is no longer sufficient to support the level of service which the Council's tenants deserve and require.
4. Cabinet is therefore recommended to approve additional one-off revenue expenditure of up to £1 million during 2023/24, to be funded by a reduction in revenue contributions to capital. This is set out in further detail throughout this report.
5. During 2023/24, a full review of the HRA revenue budget will be undertaken with an aim of returning to an annual breakeven position in the medium-term – this will take place alongside the ongoing refresh of the 30 Year Business Plan.

Recommendations

6. Cabinet is recommended to:
 - a. approve additional one-off HRA revenue expenditure of up to £1 million in 2023/24, as set out at Appendix A;
 - b. note that this additional expenditure will be financed by replacing up to £1 million of planned revenue contributions to capital with currently uncommitted capital receipts (under the principle already set out in the Capital Programme 2023/24 that capital receipts be used before revenue contributions where possible); and
 - c. in the event that the capital receipt from the Walden Place redevelopment is not received by 31 March 2024, approve a temporary increase in HRA internal borrowing of up to £1 million until such time as the receipt arrives, at which point the borrowing will be repaid.

Financial Implications

7. As set out throughout this report.

Background Papers

8. The following papers were referred to by the author in the preparation of this report and are available for inspection from the author of the report.

None

Impact

- 9.

Communication/Consultation	Informal Cabinet Briefing
Community Safety	None
Equalities	See attached EqHIA
Health and Safety	If the requested expenditure is not approved, this may impact upon the Council's ability to deliver safety critical work on its housing stock
Human Rights/Legal Implications	None
Sustainability	None
Ward-specific impacts	None

Workforce/Workplace	Budgetary approval is being sought to create 5 new posts in a new Contract Management Team, as well as to extend the contract of the Interim Director of Housing
---------------------	--

Situation

10. On 23 August 2022, the Chief Executive self-referred the Council to the Regulator for Social Housing in respect of a potential breach of the Home Standard. The background to this was set out in detail in a report to the Governance, Audit and Performance Committee on 31 August 2022, and an update was provided to Cabinet on 22 December 2022.
11. In response to the issues identified, the Council, with the help of a team of independent external experts, developed a 'Path to Compliance Action Plan' which was shared with the Regulator. This consists of 13 high priority and 6 medium priority actions to be delivered by the end of March 2023.
12. Tenant safety is of paramount importance to the Council, and this has meant that work on delivering these actions has continued at pace, including over and beyond the budget-setting period. As a result of this, and other recent external developments, the HRA revenue budget set for 2023/24 is now insufficient to support the required level of service for tenants.
13. Cabinet is therefore recommended to approve additional one-off revenue expenditure of up to £1 million during 2023/24. This will be funded from a reduction in revenue contributions to capital expenditure, as set out at paragraphs 33 to 38 below.
14. The main areas of additional spend, which were unforeseen at the time that the original budget was prepared, are set out in the following paragraphs, and summarised at Appendix A.

Contract Management Team

15. In implementing the Action Plan, it has become apparent that there are weaknesses in the Council's management of its housing repairs and maintenance arrangements. Strong contract management is of vital importance to ensure that limited resources are appropriately prioritised, and value for money achieved.
16. At the time the original budget was set, provision was made for £50,000 of additional ongoing resource in this area, with a caveat that this would be reviewed in year. Further work since then has identified a need for a dedicated Contract Management Team (5 posts) to fully strengthen this function in the future, and to prevent a reoccurrence of the issues which lead to the self-referral in the first place.

17. This team will consist of a manager experienced in both contract management and repairs and maintenance services in particular, two surveyors, a clerk of works, and an administrator. Whilst there is no standard approach to contract management by landlords, the proposed size and structure of the team is considered by the service to be proportionate to the complexity and importance of the work being undertaken, the scale of difficulties experienced locally over the past few years, and the significant amount of money spent on the contract (budgeted at £9.1 million in 2023/24, including both revenue and capital spend).
18. The ongoing cost of the team is estimated at around £275,000, which equates to around 3% of the annual contract spend. In light of the prevailing circumstances and the nature of the risks to tenants, the service deems this a proportionate and necessary investment to ensure that good quality and value for money is obtained from the contract going forwards.
19. As such, after taking account of the £50,000 already committed in the approved budget, an additional ongoing revenue budget of £225,000 is now required to fund this team. In addition, a one-off amount of £72,000 is needed for additional interim contract support in 2023/24, while the permanent team is recruited and embedded.
20. This new housing client team will also support one of the specific actions in the Action Plan, namely 'a future-proofed performance management framework to meet new regulatory/ legislative requirement'. Per the Action Plan, this is the last action to be delivered, taking account of its relative lower priority as compared to more immediate issues related to tenant safety, and the fact that a thorough understanding of the current situation was required before a detailed delivery plan could be developed.

Damp and Mould

21. Since the tragic death of Awaab Ishak in Rochdale resulting from untreated damp and mould in his family home, every landlord in the country has rightly focussed on understanding their own local challenges in this area. Reports of damp and mould have rocketed to landlords across the country with the greater awareness that followed substantial media coverage, and this is also the case in Uttlesford.
22. On 22 December 2022, Cabinet approved one-off expenditure of up to £500,000 to commission a full stock condition survey on the Council's whole housing stock, including an inspection of damp and mould issues. However, this amount will not cover any remedial works which are required, the cost of which it was not possible to reasonably estimate before the survey had been carried out.
23. Now that the survey is underway, a preliminary estimate of £400,000 has been made for the revenue cost of resolving damp and mould issues in 2023/24. This is a one-off cost to resolve the immediate issues and bring the housing stock up to an appropriate physical state, after which any future damp and

mould instances will be provided for within the normal revenue repairs and maintenance budget.

24. It is possible that there may also be some capital costs, which would be funded from the existing capital repairs and maintenance budget by reprioritising resources from less urgent work.
25. As well as landlord duties in relation to treating serious cases of damp and mould, there are ongoing tenant duties to prevent damp and mould in the first place (such as using extractor fans provided, suitably ventilating homes, etc), which will be positively reinforced by the Council and supported with explanatory advice.

Interim Director of Housing

26. During summer 2022, an Interim Director of Housing was appointed to work alongside the Assistant Director – Housing, Health and Communities in order to strengthen the amount of housing professional expertise within the Council as it embarked on delivery of the Action Plan.
27. It was originally envisaged that the Interim Director of Housing would leave the Council at or before the end of 2022/23, therefore no provision was made in the 2023/24 budget for this support to continue.
28. However, the Assistant Director – Housing, Health and Communities retired in November 2022. The 2023/24 budget assumed that a replacement would be found, and an attempt was made to do so in February 2023, but this was ultimately unsuccessful. A new recruitment campaign has commenced.
29. In light of this, the Interim Director of Housing has agreed to remain with the Council for the time being whilst other recruitment options are being explored. The total cost to the Council is likely to be in the region of £135,000.
30. This cost assumes an additional 9 months of service, based upon the Council's experience with other hard to recruit senior posts, and also assuming some degree of handover time, particularly given the outstanding issues set out throughout this report. Clearly, should this time not all be required there may be an opportunity for savings, however conversely the cost could increase should recruitment remain challenging.

Other Revenue Costs and Contingency

31. In addition to the main items outlined above, Cabinet is recommended to approve expenditure of up to £168,000 for other one-off revenue costs arising from the Action Plan and associated issues. This is both for specific items which have already been identified but not necessarily yet fully costed (e.g. legal support), whilst the majority is a contingency amount to recognise the fact that work to resolve the Council's various housing issues is still ongoing, and it is likely that more costs will emerge. These may be related to the items set out above (for example if the revenue cost of damp and mould work

exceeds initial estimates), or to entirely unforeseen circumstances which may still arise.

32. Clearly this contingency amount will only be utilised to the extent it is required, and performance against the HRA budget will be reported to Cabinet on a quarterly basis through the usual budget monitoring reports, with any material areas of new spend highlighted separately.

Financing Source

33. The approved 2023/24 HRA budget has an operating surplus of £2.866 million. Of this, £2.758 million is planned to be applied to capital expenditure, and £30,000 will be required to be transferred to the working balance reserve, leaving a net contribution to revenue reserves of £78,000. This is clearly insufficient to fund the additional pressures outlined in this report.
34. It is therefore proposed to finance these costs by reducing the revenue contribution to capital expenditure in 2023/24 by £1 million. This will be done by changing the planned source of capital financing for £1 million of in-year expenditure from revenue to capital receipts.
35. Most of the capital receipts held by the HRA are 'right-to-buy' receipts which have significant restrictions on their usage, and are already fully utilised to the maximum extent possible in the 2023/24 budget. However, the Council is expecting to receive a significant capital receipt at the end of the Walden Place redevelopment from the sale of part of the site which is no longer required for service delivery (subject to DLUHC approval of the sale). This receipt will not be subject to the same degree of restrictions on its use, so can be used to replace planned revenue financing of HRA expenditure.
36. The Medium Term Financial Strategy 2023-2028 (MTFS) currently assumes that this receipt will be retained within the HRA to be used to fund future capital expenditure. However, in light of the current pressures, it is now proposed that the first £1 million of this sale be used to finance capital expenditure in 2023/24. This is also in accordance with the approved Capital Programme 2023/24, which states (at paragraph 17) that 'capital receipts will continue to be used first where available'.
37. It should be noted that the MTFS currently assumes that the receipt will arrive in 2024/25, which was a prudent assumption based on the fact that the redevelopment is planned to complete in February 2024. It is still possible that the money will be received in 2023/24 and can therefore be applied directly in year. In the event of a delay, the HRA will temporarily increase its borrowing by £1 million through internal borrowing from the General Fund. Should this be necessary, the temporary borrowing will be repaid when the capital receipt arrives.
38. Clearly there is an opportunity cost in that there will be £1 million less of capital receipts available to fund capital expenditure in the future (i.e. beyond the current 5 year MTFS period), and this will be taken account of during the refresh of the 30 Year Business Plan which is currently underway. This review

will explore all options for financing future capital expenditure, including the use of additional external borrowing where this is deemed prudent and affordable.

Future Years

39. The majority of the additional costs set out in this report are one-off in nature, and will not impact upon future years. The main exception is the £275,000 per year cost of the Contract Management Team as set out in paragraphs 15 to 20.
40. The current HRA MTFS shows total usable revenue reserves of £1.650 million at 31 March 2028 (the end of the MTFS period). In a worst case scenario, this would be more than sufficient to absorb the additional cost of this team for the four years from 2024/25 to 2027/28, thus demonstrating that the HRA remains financially sustainable in the medium term.
41. Work will continue throughout 2023/24 to review the HRA budget in detail, with the aim of ensuring a return to an annual breakeven position by the end of the MTFS period (after any planned usage of reserves). Any changes arising from this review are likely to be built into the 2024/25 budget and updated MTFS. This work will take place alongside the refresh of the 30 Year Business Plan which is currently underway, to ensure long-term sustainability of the HRA.

Other Options

42. The alternative options which were considered in the preparation of this report, together with the reasons they have not been recommended by officers, are set out at Appendix B.

Risk Analysis

43.

Risk	Likelihood	Impact	Mitigating actions
Additional expenditure is still insufficient to address of the issues which emerge from the ongoing work	2 – there is still a reasonable degree of uncertainty around some elements, e.g. the stock condition survey has not fully concluded	2 – HRA revenue reserves are limited so any further draw on this or inability to bring the HRA back into balance in the medium term may threaten longer term sustainability	<p>The budget requested includes a contingency figure which will cover any small overspends.</p> <p>Regular reporting to Cabinet on spend against budget through the quarterly monitoring reports.</p> <p>Latest position to be taken account of during the refresh of the 30 Year Business Plan.</p>

1 = Little or no risk or impact

2 = Some risk or impact – action may be necessary.

3 = Significant risk or impact – action required

4 = Near certainty of risk occurring, catastrophic effect or failure of project.

Item	Estimate (£'000)
Contract Management Team – additional cost of 5 person team above that assumed when setting the original budget, plus cost of temporary support whilst team is recruited and embedded	297
Damp and Mould – preliminary estimate of revenue cost of dealing with damp and mould issues emerging for ongoing stock condition survey	400
Interim Director of Housing – cost of assumed 9 month contract extension to cover vacant Assistant Director – Housing, Health and Communities post, including allowance for some handover and other consultancy for dealing with residual issues	135
Contingency and Other – contingency budget for dealing with overspends on the above items, along with other revenue costs relating to housing issues including those which may yet emerge from the ongoing Action Plan and related work	168
Total	1,000

Summary of Alternative Options

Appendix B

Option	Benefits	Disadvantages / Reasons for not recommending
Do nothing (i.e. do not approve any additional expenditure)	No further costs to the HRA – Council lives within existing approved budget	<p>No budget available for remedial work on damp and mould – likely safety risk for tenants and reputational risk for the Council</p> <p>Lack of strategic management of the service as no interim cover for vacant Assistant Director – Housing, Health and Communities post, and loss of corporate knowledge due to lack of handover time from current Interim Director of Housing</p> <p>Without investment in contract management, there is a risk that the Council's limited HRA resources will not be effectively prioritised and/or value for money will not be achieved, with a risk that the issues which led to the Council to self-refer to the Regulator of Social Housing may reoccur in the future.</p> <p>The Housing Regulator may well introduce sanctions which could include taking over the running of the HRA.</p>
Approve additional budget for most urgent items only (i.e. damp and mould and Interim Director of Housing)	Reduced cost to the HRA (c. £535k instead of £1m)	<p>Without investment in contract management, there is a risk that the Council's limited HRA resources will not be effectively prioritised and/or value for money will not be achieved, with a risk that the issues which led to the Council to self-refer to the Regulator of Social Housing may reoccur in the future.</p> <p>No contingency for other issues which may still arise through completion of the Action Plan, stock condition survey, and other service review work which remains underway. Strong likelihood that further requests to spend will be required in the future should such issues arise.</p>
Put additional expenditure on hold until alternative revenue savings can be identified within the HRA to fund it	No further costs to the HRA – Council lives within existing approved budget	Whilst the Council has committed to reviewing the HRA budget in detail during 2023/24, there is no realistic prospect of identifying the level of savings required from revenue budgets before the start of the financial year. Expenditure would therefore need to be delayed, perhaps significantly, which again poses a potential safety risk to tenants and reputational risk to the Council.

Option	Benefits	Disadvantages / Reasons for not recommending
Reduce the HRA capital programme by £1 million in 2023/24 in order to finance the additional expenditure needed	Retains the £1 million of unrestricted capital receipts for future use in the long-term	The HRA capital programme has already been significantly reduced for 2023/24 as a result of constrained resources. There are realistically only two capital projects where the required reduction in spend could occur, namely Woodlands and Walden Place. Both projects are already under contract and construction has commenced – therefore to cancel or delay either project at this stage is likely to lead to additional and/or abortive costs, not to mention the impact in terms of a reduction or delay to the Council’s planned housing stock levels.
Approve additional expenditure without the corresponding change in capital financing approach	Retains the £1 million of unrestricted capital receipts for future use in the long-term	This would threaten the short-term financial viability of the HRA and is not therefore deemed a prudent course of action.

PATH TO COMPLIANCE FOR UTTLESFORD DISTRICT COUNCIL

Abbreviations:

UDC – Uttlesford District Council, UNSL – Uttlesford Norse Services Ltd
 DH - Director of Housing/Deputy Director of Housing, UDC

CEO – Chief Executive UDC
 OD- Operations Director, UNSL

HIGH PRIORITY ACTIONS

Required outcome/purpose		Actions required to achieve outcomes	Who	When by (end of)
H1	Commence new approach to joined up working across UDC Housing Management Team and UNSL Property Maintenance Team	i. Launch weekly ‘Maintenance Touch Point’ sessions, bringing together senior managers from both teams, so that operational issues can be raised, and actions agreed. A dynamic action plan to be created and re-visited at each meeting. ii. Ensure information from Maintenance Touch Point meetings flows into Liaison Board meetings, to highlight areas of good practice and areas of concern	DH	Sep 2022 Complete
H2	Commission inspection visits for all homes known to be out of target, across gas and electrical safety inspections	i. Commission additional electrical contractors to deliver on all inspection programmes, to include ensuring that all C1 and C2 remedial actions are carried out on site at time of inspection ii. In liaison with UNSL and working across UDC’s Housing Management and Legal Services, take immediate and appropriate enforcement action to gain access, instigating legal proceedings where required iii. Where there is not sufficient capacity within the Council, contract out legal work to specialist housing solicitor	OD UDC UDC	Aug 2022 Complete
H3	Review governance framework, to ensure Members have appropriate and timely oversight of this action plan and are fully engaged with the self-referral process	i. Develop and embed a new governance structure for compliance reporting, to ensure the Council’s Executive and Senior Members fulfil their obligations in terms of the Co-Regulatory approach ii. Provide necessary briefings to Members, to familiarize them with their obligations in relation to housing	DH/CEO	Sep 2022 Complete
H4	Ensure all council housing assets are included in the compliance programme, unless formally excluded	i. Download the full property asset list from both housing management (rents) system held by UDC and asset management system held by UNSL ii. Agree one complete asset schedule – to be signed off by UDC iii. From the agreed asset schedule, confirm which properties are subject to each compliance regime and record this. All properties will be deemed to be requiring an inspection unless evidence can be provided as to why they can be excluded. iv. Excluded properties to be recorded	DH/OD	Sep 2022 Complete

	Required outcome/purpose	Actions required to achieve outcomes	Who	When by (end of)
Page 15	H5 Review performance management approach and data reported	i. Identify how compliance is being reported – review current performance reports in respect of: Gas safety, annual programme, domestic and where applicable, communal areas Electrical safety, 5-year programme to reflect best practice and mirror private sector requirements (domestic and communal areas) Fire safety – FRA inspections, reviews, follow-ups on recommendation Asbestos – (Communal areas) Water Hygiene Lifting equipment – LOLER Smoke detectors and Co2 alarms ii. Identify when and where compliance is reported by UNSL to the council, and to whom within the council it is currently being reported iii. Identify whether compliance performance reports contain: <ul style="list-style-type: none"> • Number of assets owned (domestic and non-domestic) ‘ • Number of assets on the compliance programme • Number of assets not on the compliance programme • Properties with an overdue inspection record • Properties with no inspection record • Properties within 30 days of their current inspection expiring • Follow on actions required (especially in relation to fire safety) • Comments on current position and actions being taken to resolve issues 	UDC via EELGA	Aug 2022 Complete Aug 2022 Complete
	H6 Identify true compliance position to assess any gaps and report back to council Executive	i. Validate compliance performance data to ensure that performance reported can be evidenced ii. Reconcile inspection reports against properties iii. Validate a selection of compliance inspection records to ensure they are valid and in-date	DH	Nov 2022 Complete
	H7 Training: Ensure UDC CMT/ client officers understand the legislation, regulations and obligations placed upon UDC.	i. Procure suitable training and begin to deliver as a priority, for existing staff	DH	Oct 2022 Complete

Required outcome/purpose		Actions required to achieve outcomes	Who	When by (end of)
H8	Policy review and development of new policies	i. Undertake a review of current policies across UDC and UNSL across all seven compliance areas and establish whether policies are: <ul style="list-style-type: none"> • In line with agreed strategic principles in relation to health and safety compliance • In line with regulatory/legal requirements • Clear and facilitate effective implementation • Being consistently followed ii. Where gaps exist, begin urgent action to develop and approve new policies	DH OD	Sep 2022 In progress due to changed processes for legal action and need for damp/mould policy and will include new client function
H9	Process mapping	i. Agree operational processes to effectively implement policies	DH OD	Nov 2022 See above
H10	Procedures	i. Produce comprehensive and clear procedures as a framework for how the processes will be performed and who will deliver them and in what timescales ii. Include contract monitoring and performance management	DH OD	Nov 2022 Partially complete – see above
H11	New Reporting Framework	i. Ensure the Connect performance dashboard contains metrics which are approved by UDC and can provide an accurate, 'real time' position on the elements described in Action Point H5 above.	OD	Nov 2022 Complete within the limits of Connect– but data coming over to UDC
H12	Resource review – to ensure appropriate resources are in place to deliver improvements, across both the council as a client and its contractor partner	i. Carry out a headline appraisal of the capabilities and capacity within the councils' housing client team and operational service team which has any retained responsibility for ensuring property compliance ii. Assess the effectiveness and impact of the current delivery model (via the joint venture with Norse Commercial Services Ltd) ii. Make recommendations to the Council in relation to the above on gaps and urgent priorities for building capacity and resource	UDC via EELGA	Oct 2022 Complete
H13	Fill capacity/competency gaps	i. Based on recommendations arising from H14, bring in required additional resource to ensure services have the capacity to deliver iii. Identify training needs for new staff on relevant areas of compliance, appropriate to their roles	UDC via EELGA	Nov 2022 Complete

MEDIUM PRIORITY ACTIONS

Required outcome/purpose		Actions required to achieve outcomes	Who	When by (end of)
M1	Accurate, up to date property asset lists for the six areas of compliance	<ul style="list-style-type: none"> i. Create a formalized process for capturing property asset data, for the Connect compliance system ii. Create a formalized process for updating property asset data in real time iii. Write these processes into procedure, provide appropriate training so that staff are clear on their responsibilities and hold staff accountable to following processes 	OD	<p>Dec 2022</p> <p>Data being moved to UDC</p>
M2	Ensure that UNSL operatives and sub-contractors carrying out compliance testing and remedial works are skilled, fully trained and accountable	<ul style="list-style-type: none"> i. Review current contract management arrangements as part of the work commissioned by the council to the East of England Local Government Association and ensure that any recommendations take into account housing service delivery and as a priority, health and safety compliance ii. Consultants to make recommendations to council on how to ensure robust arrangements for contract management going forward, including a contract register relating to each of the six areas of compliance iii. Formalize arrangements for effective contract procurement which results in competent contractors being appointed, appropriate to the services they are required to provide iv. All contracts to set out key performance metrics and include operational processes which are clear and reflect the Council's and UNSLs updated policies v. Put in place a contract monitoring regime which holds contractors to account and includes regular client-led meetings and where there is clear audit trail for meetings which includes: Terms of Reference for meetings/Agendas/Minutes and where standing agenda items include risk assessment, performance metrics against delivery and early escalation of issues which may impair the effective delivery of contracts vi. Put in place an annual competency assessment process for all UNSL operatives, which includes qualifications and accreditations, so that the Council can be assured that contractors are appropriately qualified to carry out the activity for which they contracted. Create a clear audit trail to provide assurance that this is being done 	<p>UDC, via EELGA</p> <p>OD/DH</p> <p>OD/DH</p> <p>OD</p> <p>OD</p>	<p>Oct 2022</p> <p>In progress as part of review of future repairs and maintenance arrangements</p> <p>New KPIs will be in place 2023-4</p>

Required outcome/purpose		Actions required to achieve outcomes	Who	When by (end of)
M3	A future-proofed performance management framework to meet new regulatory/legislative requirement	<ul style="list-style-type: none"> i. Ensure that performance reports comply with the new regulatory framework/new social housing legislation ii. Prepare to publish on an annual basis, performance against national standards, as required by the new regulatory framework 	DH	<p>Mar 2023</p> <p>In progress</p>
M4	Effective audit programme in place and embedded into the Council's governance and assurance framework	<ul style="list-style-type: none"> i. Internal audit plans to be developed which reflect the critical nature of health and safety compliance. Initially annual internal audits should be considered, and this can move to every two years once there is confidence that new management/contract arrangements are embedded ii. Programme external technical audits to give assurance on the quality of inspection records and fieldwork 	CEO/DH	<p>Oct 2022</p> <p>In progress – will be in place for 2023-24</p>
M5	Moving to Business as Usual after Self-Referral, Residents are kept informed and given the opportunity to provide feedback on the service	<ul style="list-style-type: none"> i. Put in place a proactive communications campaign, to keep residents informed on keeping themselves safe and the actions which the council is taking to provide safe homes ii. Seek feedback from residents on how safe they feel in their homes, as part of the new Tenant Satisfaction Measures iii. Act upon the views of residents who provide feedback or make complaints about the service, in accordance with the Housing Ombudsman's Complaints Handling Code iv. Publish performance information as required by the Regulator for Social Housing, via the Housing Annual Report and tenants' newsletters v. In the spirit of co-regulation, provide appropriate opportunities for residents to scrutinize performance, via organised activities and through co-opting tenants onto appropriate council committees/panels 	DH	<p>Dec 2022</p> <p>Complete – tenant consultation exercise will take place this summer, for all tenants who have made a complaint about repairs in the past</p>
M6	Ensure robust and auditable governance arrangements are in place	<ul style="list-style-type: none"> i. Select an accountable person for building safety, to comply with the requirements of new and emerging legislation. Accountable person to be senior UDC officer, technical ii. Select an accountable person as lead contact for regulatory issues, to comply with the requirements of new and emerging legislation. Accountable person to be Executive Officer of UDC. iii. Develop an accountability framework for property compliance so that everyone is clear about their roles and responsibilities going forward iv. Develop and implement a clear 'empowerment and escalation' policy, so that responsible staff are clear that where issues arise, they know how to escalate concerns and who they should be escalated to 	CEO (to select)	<p>Nov 2022</p> <p>Partially complete – accountability framework will be within policies and new performance management framework</p>