

| <b>Pri<br/>ori<br/>ty<br/>nu<br/>mb<br/>er</b> | <b>Relevant<br/>Standard to<br/>be addressed</b>                 | <b>Delivery outcome</b><br><i>This is the overall<br/>change we want to<br/>make</i>                          | <b>Description of Activity<br/>2023/24</b>   | <b>Type of<br/>Initiative</b>         | <b>Service Area<br/>accountable</b>   | <b>Sponsor</b>                           | <b>Accountable<br/>Delivery Lead</b>           | <b>Start<br/>date</b> |
|--|--|---|--|---------------------------------------|---------------------------------------|--|--|-----------------------|
| <b>1</b>                                       | <b>Home<br/>Standard -<br/>Quality of<br/>Accommodati<br/>on</b> | <b>All properties meet<br/>the 'decent homes'<br/>standard</b>  | Review of assets and data that will enable informed decisions regarding the investment opportunities and future requirements for homes and ensure suitable systems are in place to support this work | Service/<br>efficiency<br>improvement | Property and<br>Technical<br>Services | Head of<br>Property<br>Services          | Asset<br>Manager/HoP                           | 01/05/23              |
| <b>2</b>                                       |  | <b>A clear set of<br/>priorities for<br/>planned and<br/>cyclical<br/>maintenance and<br/>compliance work</b> | Review current position and develop programme to meet regularity and legislative standards   | Service/<br>efficiency<br>improvement | Property and<br>Technical<br>Services | Head of<br>Property<br>Services          | Asset<br>Manager/Compli<br>ance<br>Manager/HoP | 01/05/23              |
| <b>3</b>                                       |  | <b>Develop a clear<br/>performance<br/>framework</b>  | Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting  | Service/<br>efficiency<br>improvement | Property and<br>Technical<br>Services | Director for<br>Housing &<br>Communities | Strategy and<br>Policy Manager                 | 01/04/23              |

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| <b>4</b>                                       |  | <b>Effective<br/>integrated IT<br/>system supporting<br/>all housing activity</b>    | Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system | Service/<br>efficiency<br>improvement | Property,<br>Tenancy and<br>Digital Services | Director for<br>Housing &<br>Communities | Digital<br>Applications and<br>Innovations<br>Manager | 01/05/23              |
| <b>5</b>                                       |  | <b>Consolidated<br/>asset management<br/>stock condition<br/>data</b>                | Enhance IT capacity to manage stock condition data  | Service/<br>efficiency<br>improvement | Property and<br>Technical<br>Services        | Head of<br>Property<br>Services          | Asset<br>Manager/HoP                                  | 01/05/23              |
| <b>6</b>                                       |  | <b>Stock condition<br/>audit programme</b>   | Improve asset information to inform investment decisions including identified work and budget costs   | Service/<br>efficiency<br>improvement | Property and<br>Technical<br>Services        | Head of<br>Property<br>Services          | Asset<br>Manager/HoP                                  | 01/06/23              |

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| 7  |  | <b>Voids managed effectively</b>  | Review processes for managing voids to reduce cost and improve turn around time                    | Service/ efficiency improvement | Property and Housing Services       | Head of Property Services | Compliance Manager/HoP               | 01/04/23              |
| 8  | <b>Home Standard - Repairs and Maintenance</b>   | <b>Repairs service delivers first time fix - quality outcomes, value for money, and tenant satisfaction</b> | Undertake a 'rapid review' of the repairs service and implement changes to the service as required | Service/ efficiency improvement | Property and Technical Services     | Head of Property Services | Repairs Manager                      | 01/05/23              |
| 9  |  | <b>Effective contracts in place for asset programmes</b>  | Review and where necessary reissue contracts for asset programmes                                  | Service/ efficiency improvement | Property and Technical Services     | Head of Property Services | Asset Manager/Compliance Manager     | 01/05/23              |

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| <b>10</b>                                      |  | <b>Clarity and<br/>compliance with<br/>health and safety,<br/>compliance<br/>policies and<br/>procedures</b> | Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard | Legislative/<br>Regulatory<br>Change | Property and<br>Housing<br>Services | Interim Head of<br>Housing<br>Head of<br>Property<br>Services | Service<br>Managers                  | 01/01/23              |
| <b>11</b>                                      |  | <b>Clarity of data<br/>around<br/>compliance<br/>issues/progress</b>   | Review data to identify areas that require compliance action and initiate action to address this  | Legislative/<br>Regulatory<br>Change | Property and<br>Housing<br>Services | Head of<br>Property<br>Services                               | Compliance<br>Manager/HoP            | 01/05/23              |

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| 12                                 |   | <b>All health and safety compliance requirements are met</b>                  | Ensure compliance with all legislative requirements for;<br>- gas<br>- fire safety<br>- electrical safety (including EICRs)<br>- legionella<br>- carbon monoxide<br>- asbestos<br>- FRAs for sheltered housing<br>- lifts and stair lifts<br>- new building regulations | Legislative/<br>Regulatory<br>Change | Property and<br>Housing<br>Services | Head of<br>Property<br>Services | Compliance<br>Manager/HoP    | 01/01/23      |
| 13                                 |   | <b>An effective approach to managing damp and mould for tenants</b>           | Review and implement processes to proactively identify, prioritise and mitigate damp and mould  | Legislative/<br>Regulatory<br>Change | Property and<br>Housing<br>Services | Head of<br>Property<br>Services | Compliance<br>Manager/HoP    | 01/05/23      |

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| 14   |  | <b>An effective<br/>customer access<br/>procedure</b>                                | Review current access procedures for compliance work and ensure an effective procedure is in place  | Legislative/<br>Regulatory<br>Change                  | Property and<br>Housing<br>Services | Interim Head of<br>Housing | Neighbourhood<br>Services<br>Manager | 01/05/23              |
| 15   | <b>Tenant<br/>Involvement<br/>and<br/>Empowermen<br/>t Standard -<br/>Customer<br/>service,<br/>choice,<br/>complaints</b> | <b>Tenancy type<br/>allocated<br/>accurately</b>                                     | Review current tenancy type allocation policy and procedure   | Legislative/<br>Regulatory<br>Change                  | Housing Services                    | Interim Head of H          | Neighbourhood<br>Services<br>Manager | 01/08/23              |
| 16   |  | <b>Clear, accessible<br/>information for<br/>tenants</b>                             | Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants | Legislative/<br>Regulatory<br>Change                  | Housing<br>Services                 | Interim Head of<br>Housing | Neighbourhood<br>Services<br>Manager | 01/05/23              |
| 17   |  | <b>Transparent and<br/>effective housing<br/>management<br/>policies</b>             | Review and update housing (tenancy and asset) management policies   | Business<br>Development<br>and Service<br>Improvement | Housing<br>Services                 | Interim Head of<br>Housing | Neighbourhood<br>Services<br>Manager | 30/05/23              |

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| <b>18</b>                                      |  | <b>Leasehold<br/>properties are well<br/>managed</b>   | Develop new leaseholder management policies, including income and major works payment                                       | Legislative/<br>Regulatory<br>Change | Housing<br>Services                 | Interim Head of<br>Housing | Leasehold and<br>Right to Buy<br>Manager      | 01/06/23              |
| <b>19</b>                                      |  | <b>Complaints and<br/>FOIs are managed<br/>in line with service<br/>standards</b>                                  | Implement improved processes for managing:<br>- complaints<br>- appeals<br>- FOIs   | Legislative/<br>Regulatory<br>Change | Housing<br>Services                 | Interim Head of<br>Housing | Housing<br>Business<br>Support Team<br>Leader | 01/03/23              |
| <b>20</b>                                      |  | <b>Tenants and<br/>leaseholders<br/>understand, and<br/>are engaged in,<br/>developing policy<br/>and practice</b> | Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants | Legislative/<br>Regulatory<br>Change | Housing<br>Services                 | Interim Head of<br>Housing | Tenant<br>Engagement<br>Lead                  | 01/03/23              |
| <b>21</b>                                      |  | <b>Tenant<br/>participation is<br/>resourced</b>   | Employ new Tenant Engagement Lead   | Legislative/<br>Regulatory<br>Change | Housing<br>Services                 | Interim Head of<br>Housing |   | 01/03/23              |

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| 22                                 |   | <b>Tenants and leaseholders are informed and engaged</b>                      | Regular communication about practice and performance  | Legislative/Regulatory Change | Property and Housing Services | Director for Housing & Communities | Communications lead          | 01/03/23      |
| 23                                 |   | <b>Tenant satisfaction is measured</b>  | Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024<br><br>Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey<br><br>Investigate use of tenant portal to collect data and carrying out a STAR survey | Legislative/Regulatory Change | Housing Services              | Interim Head of Housing            | Tenant Engagement Lead       | 01/04/23      |



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| <b>24</b>                                      |  | <b>Good housing<br/>representation<br/>from tenants,<br/>leaseholders and<br/>sheltered housing<br/>feeding into the<br/>work of the Adur<br/>Homes Advisory<br/>Board</b> | Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board                                   | Legislative/<br>Regulatory<br>Change | Housing<br>Services   | Director for<br>Housing &<br>Communities   | Tenant<br>Engagement<br>Lead         | 01/03/23              |
| <b>25</b>                                      |  | <b>Anti-social<br/>behaviour is<br/>effectively<br/>managed with<br/>resident<br/>involvement</b>  | Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach<br>Secure ASB capacity for Adur Homes to deliver this work. | Legislative/<br>Regulatory<br>Change | Lead for Early<br>Help and<br>Wellbeing and<br>Neighbourhood<br>Services<br>Manager | Interim Head of<br>Housing and<br>Head of<br>Community<br>Capacity and<br>Resilience | Neighbourhood<br>Services<br>Manager | 01/04/23              |

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| 26                                 | <b>Business objectives to support regulatory compliance</b> | <b>A leadership structure that enables AHs to serve its residents well</b>    | Review the staffing structure for Adur Homes and drive the necessary change to deliver a good structure, focus and right culture for service improvement | Business Development and Service Improvement | Housing Services   | Director for Housing & Communities                         | Head of Property Services<br>Interim Head of Housing | 01/06/23      |
| 27                                 |   | <b>Strategic approach to asset management developed</b>                       | Develop 5 year and then a 30 year SAMP to guide asset management decision making   | Business Development and Service Improvement | Director for Housing & Communities and Director of Finance | Director for Housing & Communities                         | Head of Property Services                            | 01/05/23      |
| 28                                 |   | <b>A long-term sustainable business plan for Adur Homes in place</b>          | Develop new 30 year Housing Revenue Account Business Plan<br><br>Review options for the future direction of the service                                  | Business Development and Service Improvement | Business Development & Finance                             | Director for Housing & Communities and Director of Finance | Director for Housing & Communities                   | 01/04/23      |

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| 29                                 |   | <b>An accountable service that makes decisions well</b>                       | <p>Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs</p> <p>Provide support to the team managers on decision making and report writing</p> | Business Development and Service Improvement | Business Development & Policy | Director for Housing and Communities | Policy, Performance and Strategy Lead | 01/05/23      |
| 30                                 |   | <b>Improve financial performance</b>  | <p>Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work</p>   | Business Development and Service Improvement | Housing Services              | Director for Housing & Communities   | Head of Housing & Head of Property    | 01/04/23      |

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| <b>31</b>                                      |  | <b>Embed all Audit<br/>recommendations<br/>into this<br/>Improvement Plan</b>        | Resolve outstanding<br>Housing Audit<br>Recommendations  | Business<br>Development<br>and Service<br>Improvement | Housing<br>Property<br>Services<br>Interim Head of<br>Housing | Director for<br>Housing &<br>Communities | Interim Head of<br>Housing & Head<br>of Property | 01/06/23              |
| <b>32</b>                                      |  | <b>A workforce fit for<br/>the future for Adur<br/>Homes</b>                         | Implement a Workforce<br>Strategy to support<br>professional accreditation<br>and skills development<br>and the effective<br>deployment of resources | Business<br>Development<br>and Service<br>Improvement | AD Housing and<br>Homelessness<br>Prevention                  | Director for<br>Housing &<br>Communities | AD Housing and<br>Homelessness<br>Prevention     | 01/09/23              |