

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity 2023/24	Type of Initiative	Service Area accountable	Sponsor	Accountable Delivery Lead	Start date	End date	Status	Key Dependencies <i>Necessary for the priority area</i>	Progress monitoring	Summary headline of progress - end January 2024 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>
1	Home Standard - Quality of Accommodation	All properties meet the 'decent homes' standard	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/ efficiency improvement	Property and Technical Services	Head of Property Services	Asset Manager/HoP	01/05/23	31/03/27	In progress	Technical services - <a href="#">Asset decision making and rating tool</a> Budgets	On track	Budgets finalised and agreed for 24/25 across all works. Going to Council in February.  Recruitment is still an issue with obtaining external resource both temporary and permanent along with Council's redesign consultation and process underway
2		A clear set of priorities for planned and cyclical maintenance and compliance work	Review current position and develop programme to meet regularity and legislative standards	Service/ efficiency improvement	Property and Technical Services	Head of Property Services	Asset Manager/Compliance Manager/HoP	01/05/23	31/03/24	In progress	Data/Systems Budget for this. Leaseholder consultation. Staff structure & resources SLA's Priorities	Partially on track	Progress continues across compliance areas and still on track to continue this into the new financial year with budgets set and addresses known
3		Develop a clear performance framework	Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting	Service/ efficiency improvement	All services housing	AD Housing	Performance, Policy and Strategy Officer	01/04/23	01/09/23	Done	Improved and integrated systems, Performance and Data Officer appointed. New system/system upgrade, <a href="#">Agreed KPIs</a>	On track	Most high level PIs now being collated on a monthly basis, missing from January is tenant satisfaction indicators (awaiting recruitment to post) PP&S post now recruited, due to start in April.
4		Effective integrated IT system supporting all housing activity	Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system	Service/ efficiency improvement	Property, Tenancy and Digital Services	AD Housing	Digital Applications and Innovations Manager	01/05/23	30/05/25	In progress	Detailed system specification, consultation with service users	Partially on track	Digital team focusing on support for the team, with a focus on some key areas: rent setting, complaints system, back end changes to the repairs and maintenance system and decision making tree. We are now live with compliance system which now needs to be checked back in. Issues with data on EICRs. Proposal has been drafted for digital support.  New requirements for a tenant portal which needs  Upgrade to Orchard is needed once rent setting is completed  Home connections needs some focus from the digital systems  We need direction on the repairs team before system changes are done.
5		Consolidated asset management stock condition data	Enhance IT capacity to manage stock condition data	Service/ efficiency improvement	Property and Technical Services	Head of Property Services	Asset Manager/HoP	01/05/23	30/12/24	In progress	A system to manage this which is connected to other systems  Budgets, all service users	On track	Base system developed and further changes will be implemented once stock condition survey contract and work is underway to incorporate data capture into the system

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6		<b>Stock condition audit programme</b>	Improve asset information to inform investment decisions including identified work and budget costs	Service/ efficiency improvement	Property and Technical Services	Head of Property Services	Asset Manager/HoP	01/06/23	31/03/24	In progress	Data availability and quality, Technical Services Digital Procurement/Legal	Partially on track	The procurement route has been identified and is with legal team for review. Specification being written and still on course for March start on surveys
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	31/03/24	In progress	Data/Systems, Housing Management, budget	On track	New contractors are making progress in addressing outstanding works and undertaking the necessary works to bring the properties back to a lettable standard with additional resources being employed to complete the works.  New forms and processes are working well and always being developed to improve the service
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	01/06/23	01/10/24	Not started	Data/Systems, Rapid Improvement Review, new system/system upgrade Review of teams structure Budgets	Not underway	Review start has been delayed as Redesign process underway across Directorate. Due to start in new financial year following this process
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	01/05/24	In progress	Technical Services, Legal Services, Procurement, Finance Team	On track	Looking at identifying resource to solely concentrate on developing and implementing relevant contracts across all capital and revenue projects
10		<b>Clarity and compliance with health and safety, compliance policies and procedures</b>	Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard	Legislative/ Regulatory Change	Property and Housing Services	Head of Property Services	Service Managers	01/01/23	01/03/24	In progress	Tenants/leaseholder engagement, Tenant Engagement Lead Head of Policy / Digital	On track	Work continues on policies & procedures
11		<b>Clarity of data around compliance issues/progress</b>	Review data to identify areas that require compliance action and initiate action to address this	Legislative/ Regulatory Change	Property and Housing Services	Head of Property Services	Compliance Manager/HoP	01/05/23	30/10/23	Done	Data/Systems Resources - Compliance Manager in post	Completed	Work continues in this area not only to ensure the relevant work is completed but also on data capture and recording, ensuring up to date records are held that will support the reporting process and contribute to the ongoing works programme

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12		<b>All health and safety compliance requirements are met</b>	Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations	Legislative/Regulatory Change	Property and Housing Services	Head of Property Services	Compliance Manager/HoP	01/01/23	30/12/24	In progress	Data/Systems, Technical Services, Legal, Procurement Compliance Manager in post	On track	Continued improvements across all areas of compliance with the use of the new systems and ways of working
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/Regulatory Change	Property and Housing Services	Head of Property Services	Compliance Manager/HoP	01/05/23	01/12/24	In progress	Data/Systems, Technical Services, Legal, Procurement	On track	Initial discussions with existing contractor on developing this process and process and procedures being finalised and trial properties identified. Work continues on tackling reported damp and mould issues  <a href="#">Damp &amp; Mould procedure</a>
14		<b>An effective customer access procedure</b>	Review current access procedures for compliance work and ensure an effective procedure is in place	Legislative/Regulatory Change	Property and Housing Services	Interim Head of Housing	Neighbourhood Services Manager	01/05/23	01/08/23	Done	Tenancy Services, Property Services	On track	Housing Officers in due in post enabling implementation from March 2024
15	<b>Tenant Involvement and Empowerment Standard - Customer service, choice, complaints</b>	<b>Tenancy type allocated accurately</b>	Review current tenancy type allocation policy and procedure	Legislative/Regulatory Change	Housing Services	Interim Head of Housing	Neighbourhood Services Manager	01/08/23	01/02/24	In progress	Tenancy Services, Building Services, Legal Services, Tenant Engagement Lead	Partially on track	Will be confirmed once tenant handbook signed off by legal.
16		<b>Clear, accessible information for tenants</b>	Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants	Legislative/Regulatory Change	Housing Services	Interim Head of Housing	Neighbourhood Services Manager	01/05/23	01/02/24	In progress	Tenant Engagement Lead, Communication Team	Partially on track	Currently with legal for review
17		<b>Transparent and effective housing management policies</b>	Review and update housing (tenancy and asset) management policies	Business Development and Service Improvement	Housing Services	Interim Head of Housing	Neighbourhood Services Manager	30/05/23	30/05/25	In progress	All areas of the housing and assets team	On track	Strategy and Policy Officer recruited to , expected in post April
18		<b>Leasehold properties are well managed</b>	Develop new leaseholder management policies, including income and major works payment	Legislative/Regulatory Change	Housing Services	Interim Head of Housing	Leasehold and Right to Buy Manager	01/06/23	01/07/23	Done	Tenant Engagement Lead	On track	Additional staffing resources will be in post from April 24 for income collection .

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19		<b>Complaints and FOIs are managed in line with service standards</b>	Implement improved processes for managing: - complaints - HO appeals - FOIs	Legislative/Regulatory Change	Housing Services	Interim Head of Housing	Housing Business Support Team Leader	01/03/23	11/03/24	In progress	Service Managers	Partially on track	Complaints handling training scheduled for February. Action Plan in place, Service Redesign to consider resources to meet demand
20		<b>Tenants and leaseholders understand, and are engaged in, developing policy and practice</b>	Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants	Legislative/Regulatory Change	Housing Services	Interim Head of Housing	Tenant Engagement Lead	01/03/23	01/06/23	In progress	Tenant Engagement Lead	Partially on track	Tenant Engagement Lead - awaiting recruitment to post to progress this work stream, in the meantime, residents meeting continue to maintain dialogue
21		<b>Tenant participation is resourced</b>	Employ new Tenant Engagement Lead	Legislative/Regulatory Change	Housing Services	Interim Head of Housing	AD Housing	01/03/23	01/05/23	In progress	Tenant Engagement Lead	Partially on track	one round of recruitment complete since TEL left the org, no appointment made
22		<b>Tenants and leaseholders are informed and engaged</b>	Regular communication about practice and performance	Legislative/Regulatory Change	Property and Housing Services	AD Housing	Communications lead	01/03/23	30/12/25	In progress	Communications Lead	Partially on track	Tenant Newsletters sent out regularly / resident meetings continue with next scheduled,
23		<b>Tenant satisfaction is measured</b>	Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024  Review current mechanisms for collecting tenant satisfaction data through tenant portal and STAR survey  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	30/04/23	In progress	Contract with Runnymede. Tenant Engagement Lead. Audit of tenant contact details.	On track	Report received and summary to be produced
24		<b>Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board</b>	Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board	Legislative/Regulatory Change	Housing Services	AD Housing	Tenant Engagement Lead	01/03/23	01/05/23	In progress	TE lead in place	Partially on track	one round of recruitment complete since TEL left the org, no appointment made

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25		<b>Anti-social behaviour is effectively managed with resident involvement</b>	Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work.	Legislative/Regulatory Change	Lead for Early Help and Wellbeing and Neighbourhood Services Manager	Interim Head of Housing and Head of Community Capacity and Resilience	Lead for Early Help and Wellbeing	01/04/23	01/06/23	In progress	Resources for ASB from AHS MDT working with Community Capacity and Resilience Team	Partially on track	ASB post yet to be recruited to
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		Director for Housing & Communities	Head of Property Services Interim Head of Housing	01/06/23	30/06/24	In progress	Human Resources, Finance,	On track	Wider reorganisation for housing underway which incorporates tenancy services and building services teams of Adur Homes. Formal consultation of expected to begin in April.
					Housing Services								
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	01/09/24	Not started	Director of Place , Finance	Not underway	This will be incorporated as part of the longer term business planning document expected to be formally signed off Summer 2024.
28		<b>A long-term sustainable business plan for Adur Homes in place</b>	Develop new 30 year Housing Revenue Account Business Plan  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	AD Housing	01/04/23	01/08/23	In progress	Financial resources	Partially on track	Business plan being worked on with a proposed date in the Summer (2024) for formal sign off.
29		<b>An accountable service that makes decisions well</b>	Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs  Provide support to the team managers on decision making and report writing	Business Development and Service Improvement	Business Development & Policy	Director for Housing and Communities	Policy, Performance and Strategy Lead	01/05/23	30/12/25	Done	Housing Improvement Board Adur Homes Advisory Board	Partially on track	PP&S Lead has now been recruited and is due to join the service in April.
30		<b>Improve financial performance</b>	Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work	Business Development and Service Improvement	Housing Services	Director for Housing & Communities	Head of Housing	01/04/23	30/12/25	In progress	New system/system upgrade	On track	1) Housing Officers due in post and low levels arrears work will be carried out by them (March 24) 2) CS team will be able to make agreements with low level arrears cases as letters generate contact 3) System can now produce arrears recommendations, systems team trained to enable rewrite of the recommendations to correct errors that exist and amend letter content and once all rent increase work is complete this can be scheduled 4) Proactive continue to support the work 5) Scheduling for Tello contact in

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31		<b>Embed all Audit recommendations into this Improvement Plan</b>	Resolve outstanding Housing Audit Recommendations	Business Development and Service Improvement	Housing Property Services Interim Head of Housing	Director Housing and Communities	AD Housing	01/06/23	30/06/25	In progress		On track	In progress and to be reviewed by the end of the financial year to capture any outstanding ones.
32		<b>A workforce fit for the future for Adur Homes</b>	Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources	Business Development and Service Improvement	AD Housing and Homelessness Prevention	Director for Housing & Communities	AD Housing and Homelessness Prevention	01/09/23	01/06/24	Not started	Human Resources, Finance	Partially on track	As we move through the implementation of the housing redesign we will embed new approaches to workforce development which maximises access to professional qualifications, trainee roles and apprenticeships where possible.

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1	Home Standard - Quality of Accommodation	All properties meet the 'decent homes' standard	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	Progress on developing both budgets and programmes for bringing homes to DH standards continues despite no appointment made to Asset Manager role due to suitable candidates. Budgets in final stages before going through Council approval process. Properties identified and will be reviewed following final budget figures being confirmed	No appointment made to Asset Manager role due to suitable candidates. Review in the New Year at options either readvertise for permanent or make temp appointment to fill gap	Asset Managers advert closing 5th Nov	Asset Managers post out to advert	JDPS finalised and been through JE. Advert to be placed within 7 days
2		A clear set of priorities for planned and cyclical maintenance and compliance work	Review current position and develop programme to meet regularity and legislative standards	Priorities are known and budgets being agreed to enable works to be planned. Great progress being made across all areas to bring back into a manageable system and process	Due to not appointing to the Asset Mgr, this work is delayed but will be addressed via existing resources while recruitment options are explored	Further work needed on confirming properties across each programme of works, due to recruitment delays to Asset Mgrs position this may over run slightly.	Draft capital budget in for approval for 2024/25 and then detailed programme and procurement will be developed	Work continues on reviewing current work programmes against budgets to determine position and this will lead to alignment of 2023/24 budgets and prepare for 2024/25 budget setting process
3		Develop a clear performance framework	Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting	Not all data provided routinely; reports from system not available for all reporting required - some can be overcome through manual generatio (resource heavy)  PP&S post interviews underway.	PP&S post interviews underway. Not all data being supplied routinely yet for these Pls	PP&S post being created and recruited to. This is being routinely added to the Corporate and Housing Leadership agendas to review There remains some notable gaps in reporting that are being addressed (rent arrears, complaints.) via groups established for system issues.		
4		Effective integrated IT system supporting all housing activity	Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system	Working with current system supplier around improvements and current contract whilst we assess needs and next steps. New post within systems and applications being recruited to.	Most high level Pls now being collated on a monthly basis; missing from January is tenant satisfaction indicators (awaiting recruitment to post). P	Data validation process from current system to new has raised some issues but being addressed, not a major problem just slightly delayed the expected 'go live' position  Working group of Housing and Digital personel established to review existing system and scope for procurement of new.	Compliance system to go live in October  Long term approach to systems being discussed and planned around all areas including Housing Management	Compliance module approaching the final completion of the works with final testing to be carried out soon before going 'live'  Continued updating on the repairs system  Further work continues with Orchard on appropriate system changes
5		Consolidated asset management stock condition data	Enhance IT capacity to manage stock condition data	Work continues on the new IT systems with the development of the attributes and data capture points to be agreed to ensure existing stock condition data can be uploaded and importantly the new SCS data that is being arranged for starting in Feb/Mar can be uploaded directly from source of capture	System development continues with testing underway	Work continues on the new IT systems	Continued development and progress in this area	Work continues on developing system(s) and their interfaces to each other so one set of data across all applications/modules

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6		<b>Stock condition audit programme</b>	Improve asset information to inform investment decisions including identified work and budget costs	Work continues to procure contractor and specification requirements, all on track	Work continues to procure contractor and specification requirements, all on track	Finalising projected costs, further discussions with contractors and then suitably procurement route to be identified, work to start at the earliest in Jan/Feb, latest Apr/May on a full SCS across all homes	Discussions to be had with Worthing Homes on their recently appointed contract on whether AH can join to include our properties on their stock condition surveys	Following feedback the programme will be realigned to update all property data within 24 months, contract documents need to be developed and work tendered
7		<b>Voids managed effectively</b>	Review processes for managing voids to reduce cost and improve turn around time	Pre-start meetings complete with two new contractors, contractors mobilising during December with a start in January. New process and procedures being implemented to streamline and become more efficient in turning around the void properties  Ongoing - weekly voids meetings take place to prioritise voids work for properties to meet urgent known need e.g. management transfers	Documents finalised and pre-start meetings being held early December with two new contractors with works to commence soon after	Documents with legal for finalising	Slight delay in document review due to resource issue but on course for agreement in October	Contract documents are with Procurement/Legal and in final stages. Contract aimed to be in place by end of September
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	Review start has been delayed due to other priorities until New Year	Review start has been delayed due to other priorities until New Year	Full review is planned to commence in November	Full review is planned to commence in November	Provisional structure developed for further analysis
9		<b>Effective contracts in place for asset programmes</b>	Review and where necessary reissue contracts for asset programmes	The monitoring of contracts continues. Going forward as and when new contracts are required across the service, the emphasis will be on using consortiums for long term contracts and tendering for specialised work where necessary, with this saving time and money in undertaking a full tender process.	The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence	The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence	The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence	The regular monitoring of contracts is continuing and a list of up and coming contracts either renewals or new have been identified for works to commence
10		<b>Clarity and compliance with health and safety, compliance policies and procedures</b>	Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard	Work continues on policies & procedures	Work continues on policies & procedures	Sheltered and Gen Needs resident engagement groups: TORS drafted, Sheltered Group 1st meet in December, Gen Needs January. Reading panel will be established for engagement on policy.  Dashboard as part of the systems detailed in Priority 4	Work to continue on policies & procedures	Compliance Manager recruited and as internal starts with immediate effect. Work to continue on policies & procedures
11		<b>Clarity of data around compliance issues/progress</b>	Review data to identify areas that require compliance action and initiate action to address this	Confidence with data is there, the important work on the IT systems as detailed in priority 4 above continues	Confidence with data is there, the important work on the IT systems as detailed in priority 4 above continues	Confidence with data is there, the important work on the IT systems as detailed in priority 4 above continues	Confidence has grown in the data position with the development of the new IT system and recording of information	Development work progressing well in new compliance application within MATS and T100 reporting. Compliance Manager recruited to take this forward



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12		<b>All health and safety compliance requirements are met</b>	Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations	Continued improvements across all areas of compliance with the use of the new systems and ways of working	Continued improvements across all areas of compliance with the use of the new systems and ways of working	Continued improvements across all areas of compliance with the use of the new systems and ways of working	Continued improvements across all areas of compliance with the use of the new systems and ways of working	Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements.  Current monitoring and recording of compliance and progress with monthly reports to the Regulator.
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	Progress continues with tackling reported areas of damp/mould. A new process is being explored with a mould wash and clean undertaken within 5 working day of the report, this to treat areas of damp and mould while necessary works are identified and programmed in	Progress continues with a more direct approach being explored to treat areas of damp and mould while identified works are identified and programmed in	The new IT system currently being tested by users that will enhance and improve the process	Operational aspects from the receipt of report of D&M from the resident including the collection of data through the initial triage process to the recording of such data within our IT systems to the scheduling of an initial inspection and the follow on works that are required to resolve the causes including works to the property and advice being provided to manage the causes	Operational aspects from the receipt of report of D&M from the resident including the collection of data through the initial triage process to the recording of such data within our IT systems to the scheduling of an initial inspection and the follow on works that are required to resolve the causes including works to the property and advice being provided to manage the causes
14		<b>An effective customer access procedure</b>	Review current access procedures for compliance work and ensure an effective procedure is in place	Procedure agreed, full implementation cannot occur until new staff start as requires Housing Officer resource	Work proceeding with MRI, and the councils data and systems officer ( Housing) to ensure direct access can be identified and quarterly rent statements reinstated	Interim arrangement agreed between relevant teams, procedure to follow.		
15	<b>Tenant Involvement and Empowerment Standard - Customer service, choice, complaints</b>	<b>Tenancy type allocated accurately</b>	Review current tenancy type allocation policy and procedure	Draft tenancy agreement and handbook in final stages of review with internal teams and tenant consultation being scheduled	Tenant handbook and tenancy agreement written and being reviewed for sign off by SHO and Head of Housing. Deadline for submission on track.	Tenancy Agreement/Tenant Handbook - 1st draft complete and timetabled for engagement /approval and to support policy development		
16		<b>Clear, accessible information for tenants</b>	Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants	Draft tenancy agreement and handbook in final stages of review with internal teams and tenant consultation being scheduled	A draft tenant handbook has been written. Additional sections to be added on 1. Useful numbers 2. ASB 3.Introductory tenancies 4. Sheltered tenancies 5. Garages 6 RTB Final draft aim for 2/1/24	Tenancy Handbook 1st draft complete and timetabled for engagement /approval		
17		<b>Transparent and effective housing management policies</b>	Review and update housing (tenancy and asset) management policies	Mutual Exchange policy completed ASB policy in progress with working group. Policies outstanding for rewrite; 1. Rent Arrears Policy 2. Downsizing incentive policy 3. Tenancy policy	Policies in progress: ASB/Mutual Exchange	Policies reviewed and 'RAG' rated with proposal to timetable  Sheltered and Gen Needs resident engagement groups: TORS drafted, Sheltered Group 1st meet in December, Gen Needs January. Reading panel will be established for engagement on policy.		
18		<b>Leasehold properties are well managed</b>	Develop new leaseholder management policies, including income and major works payment	No further update	The following LH policies are now complete: Leasehold Management Policy Major Works Policy Service Charge Income Collection Policy	Policy approved		

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity <b>2023/24</b>	Summary headline of progress - end December 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end November 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end October 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end September 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end August 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>
19		<b>Complaints and FOIs are managed in line with service standards</b>	Implement improved processes for managing: - complaints - HO appeals - FOIs	Draft Complaints P&P and internal process out for comments, also seeking customer feedback before finalising.  HO referrals & determinations now being logged, intention to investigate digital options for reporting & monitoring.  FOI's process yet to be looked at.	Report for CLT being prepared with Tenancy Services and AD Customer Services. training for staff identified and booked (to meet new regss)	Self assessment complete with action plan in place		
20		<b>Tenants and leaseholders understand, and are engaged in, developing policy and practice</b>	Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants	Drafted but will be delayed until new TEL in post	Drafted but will be delayed until new TEL in post	Leaseholder engagement established. Gen Needs and Sheltered Groups draft TORS complete with 1st meetings timetabled for December (sheltered) and January (Gen Needs). TE Strategy in first draft.		
21		<b>Tenant participation is resourced</b>	Employ new Tenant Engagement Lead	recruitment agreed	TEL no longer in post	TEL resigned		
22		<b>Tenants and leaseholders are informed and engaged</b>	Regular communication about practice and performance	Resident Engagement meetings taken place in November and December, volunteers for interim Reading Panel secured,	TEL resigned, establishment of resident groups will be delayed until new TEL in post	Tenant Newsletter established, KPIs to be incorporate now established, system work to enable digital comms underway. Sheltered housing resident group set to begin again in January and work being done to resume tenants forum. TSM survey sent out with a high response rate being achieved.		
23		<b>Tenant satisfaction is measured</b>	Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024  Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey  Investigate use of tenant portal to collect data and carrying out a STAR survey	All Tenant Survey completed, minimum response required exceeded, awaiting report with outcomes	All tenant survey continues, with telephone contact phase scheduled	We have received 556 completed responses which meets the required minimum for margin of error purposes. Reports will be written on the results in December and presented to us in January		
24		<b>Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board</b>	Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board	TEL recruitment to take place  Leaseholder rep in place, Gen Needs and Sheltered reps to be progressed wjennew TEL recruited	TEL has resigned	Leaseholder group established with member on the Advisory Board. Sheltered and Gen Needs will elect reps for the Advisory Board once resident groups established.		

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity 2023/24	Summary headline of progress - end December 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end November 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end October 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end September 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>	Summary headline of progress - end August 2023 <i>NOTES: This needs to summarise any main issue, progress and any blockers.</i>
25		<b>Anti-social behaviour is effectively managed with resident involvement</b>	Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work.	A specialist ASB Housing Officer is being recruited. Interviews 22/1/23. Meetings planned with ASB lead and SHO to progress new ASB policy	Job Evaluation has taken place and recruitment authorisation to be sought	Recruitment to ASB post in progress: JD to be timetabled for evaluation		
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	Structure proposal in final stages, consultation papers being written	This is being reviewed and a consultation will be carried out with the housing team with a new organisational design for housing to be completed by the Spring 24	Waiting the start of the new AD on the 14th November and Asset Managers advert closes 5th November	New AD starting in November  Structure below now to be reviewed and commencement of finalising positions etc  Asset Manager - out to advert	AD post interviews complete and appointment made  Compliance Manager appointed and in post. Structure below now to be reviewed and commencement of finalising positions etc  Asset Manager - internal documentation complete and going to advert in September
27		<b>Strategic approach to asset management developed</b>	Develop 5 year and then a 30 year SAMP to guide asset management decision making		Outline of SAMP developed. Dependant on approval of HRA Business Plan that is going to Members in the Spring	Outline of SAMP developed. Dependant on approval of HRA Business Plan	Outline of SAMP developed. Dependant on approval of HRA Business Plan	Outline of SAMP developed. Dependant on approval of HRA Business Plan
28		<b>A long-term sustainable business plan for Adur Homes in place</b>	Develop new 30 year Housing Revenue Account Business Plan  Review options for the future direction of the service		This is being developed and will be taken to the Board in the spring. The financial element of this work is also underway to determine rent levels and this is being taken to Members in Feb	The draft of this plan is being reviewed at CLT Nov, then to the Adur Homes Board December and onto the Adur Cabinet in the NY		
29		<b>An accountable service that makes decisions well</b>	Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs  Provide support to the team managers on decision making and report writing		New governance approach in place but still being implemented. Not all pieces are in place yet with the AHs Board - this is missing some key tenant reps who will be included after we recruit the Tenant Engagement Lead			
30		<b>Improve financial performance</b>	Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work	x2 of 3 Proactive case workers due to start in Jan&Feb, recruitment for 3rd to go externally  Low level arrears pilot with Customer Services underway  MRI/Orchard trainin taken place: priority 1 - rent setting Priority 2 resolve arrears recommendations: Part one - amend to ensure recommendations correct Part two - revise auto generated letters in line with policy and proactive	Low levels arrears pilot with Customers Services Agreed and to start in November: protocol agreed / decision tree agreed training completed  Weekly arrears meetings for high level cases in place - number of high level cases reducing	Systems workshop on 09.11.23. Working groups established for arrears cohorts. Proactive post recruitment underway. Recharge policy to follow once terms of tenancy / handbook agreed		

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31		<b>Embed all Audit recommendations into this Improvement Plan</b>	Resolve outstanding Housing Audit Recommendations	In progress and to be reviewed by the end of the financial year to capture any outstanding ones.	In progress and to be reviewed by the end of the financial year to capture any outstanding ones.	Majority of outstanding complete with remainder included in Improvement Plan.		Proposal to incorporate Audit recommendations into Housing Improvement Plan to go to Joint Audit and Governance Committee in September 2023  Each audit action should be embedded into core updates
32		<b>A workforce fit for the future for Adur Homes</b>	Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources	This will get underway in the spring	This will get underway in the spring	Awaiting the new AD to drive this work forward. Initial work has begun to map skills across the team		

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1	Home Standard - Quality of Accommodation	All properties meet the 'decent homes' standard	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	This work is awaiting the recruitment to the new Asset Managers position who will lead on this aspect	Recruitment to Asset Managers position underway who will lead on this aspect			
2		A clear set of priorities for planned and cyclical maintenance and compliance work	Review current position and develop programme to meet regularity and legislative standards	Work has commenced on reviewing current work programmes against budgets to determine position and this will lead to alignment of 2023/24 budgets and prepare for 2024/25 budget setting process	Work has commenced on reviewing current work programmes against budgets to determine position and this will lead to alignment of 2023/24 budgets and prepare for 2024/25 budget setting process		<a href="#">See Audit Committee Recommendations</a>	
3		Develop a clear performance framework	Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting	This is in place and the first set for July is in the process of being populated. To note that not all of these PIs can be collected right now (data/systems issues)	Performance Framework and reporting format developed with 1st reporting scheduled for September JAGCommittee. Not all data can be collated yet due to system issues.	<a href="#">A clear performance framework</a> <a href="#">Second tier reporting template</a>	<a href="#">See Audit Committee Recommendations</a>	
4		Effective integrated IT system supporting all housing activity	Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system	Development of the compliance module is underway. A discovery into issues around repairs has been undertaken, and changes in the system and processes are now being developed. Consideration also of Orchard upgrades and purchase of asset management module to deliver an integrated system	Initial scoping of asset requirements underway. Consideration also of Orchard upgrades and purchase of asset management module to deliver an integrated system		<a href="#">See Audit Committee Recommendations</a>	
5		Consolidated asset management stock condition data	Enhance IT capacity to manage stock condition data	Digital team developing new/updated system on MATS to include asset management and compliance data as well as full asset information	Digital team developing new/updated system on MATS to include asset management and compliance data as well as full asset information			

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6		<b>Stock condition audit programme</b>	Improve asset information to inform investment decisions including identified work and budget costs	20% of stock surveys will be built into the budget forecast for 2024/25	Use of data from 2017/18 surveys for short term planning whilst systems and data capture methodologies are investigated, this will commence when we have more accurate completion date. Future proposals will be 20% of stock surveyed per annum along with other works that can identify and capture the data e.g. EPC. capital works, repairs etc		
7		<b>Voids managed effectively</b>	Review processes for managing voids to reduce cost and improve turn around time	Procurement of contractors process started with Council approval process being followed with approval provided on 28/07. Relevant internal process/forms are being followed	Concentration on clearing backlog and getting resources to achieve this. Procurement process to commence to employ two further contractors to provide support.  Work to update and implement new policies and procedures will start in parallel of this. These will ensure the future void process is managed and efficient from start to finish		
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	Repairs manager has drawn up a structure chart for the Building Services department. This will help to understand a structure and delivery capacity of the team.	Repairs manager has drawn up a structure chart for the Building Services department. This will help to understand a structure and delivery capacity of the team.		<a href="#">See Audit Committee Recommendations</a>
9		<b>Effective contracts in place for asset programmes</b>	Review and where necessary reissue contracts for asset programmes	Regular monitoring of contracts in place and in advance of contracts coming to an end, they are reviewed and retendered where necessary. Any new projects/works that are identified and existing contracts not in place then options are considered and correct procurement processes are followed	Procurement working group in place		<a href="#">See Audit Committee Recommendations</a>
10		<b>Clarity and compliance with health and safety, compliance policies and procedures</b>	Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard	Recruitment to Compliance Managers underway with interim dashboard developed both within documents but importantly being developed within our IT system with direct input from contractors and officers being incorporated.  Policies and procedures are in the process of being reviewed, created and updated	Recruitment to Compliance Managers role underway who will lead on this  Policies and procedures are in the process of being reviewed, created and updated		<a href="#">See Audit Committee Recommendations</a>
11		<b>Clarity of data around compliance issues/progress</b>	Review data to identify areas that require compliance action and initiate action to address this	Development work progressing well in new compliance application within MATS and T100 reporting	Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements		

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12		<b>All health and safety compliance requirements are met</b>	Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations	Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements.  Current monitoring and recording of compliance and progress with monthly reports to the Regulator.  <a href="#">August report</a>	Up to date information available, progress underway to align work programmes and contracts to meet legislative requirements			
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	Operational aspects from the receipt of report of D&M from the resident including the collection of data through the initial triage process to the recording of such data within our IT systems to the scheduling of an initial inspection and the follow on works that are required to resolve the causes including works to the property and advice being provided to manage the causes	Processes both operational and electronic are being reviewed and changes implemented across all service input areas			
14		<b>An effective customer access procedure</b>	Review current access procedures for compliance work and ensure an effective procedure is in place	Ensure the Resident Liaison Officer has access to HMS and is able to see any User Defined Codes that are applicable before an appointment is made.	incorporated into <a href="#">Policy and Procedure Review</a>			
15	<b>Tenant Involvement and Empowerment Standard - Customer service, choice, complaints</b>	<b>Tenancy type allocated accurately</b>	Review current tenancy type allocation policy and procedure	No current Tenancy Type Policy is in place and will need to be developed along with the systems team to ensure the systems can manage this.			<a href="#">See Audit Committee Recommendations</a>	
16		<b>Clear, accessible information for tenants</b>	Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants	This will be managed by the Community Engagement Lead with consultation with residents of all tenure.	Tenant Handbook drafted - consultation with tenants and stakeholders to follow as well as development of accessible and digital formats	<a href="#">Adur Homes Tenant Handbook 2023</a>		
17		<b>Transparent and effective housing management policies</b>	Review and update housing (tenancy and asset) management policies	This will be progressed when the Policy lead is in post with consultation with residents.	Review of current policies complete and policy gaps identified - further work to scope the project to review and update policy development required	<a href="#">Policies list</a>		
18		<b>Leasehold properties are well managed</b>	Develop new leaseholder management policies, including income and major works payment	New policies now in place are: LH Management Policy, Major Works Policy and income collection policy.	New policies include: Leasehold Management Policy, Capital Works Policy, Income Collection Policy.		<a href="#">See Audit Committee Recommendations</a>	

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19		<b>Complaints and FOIs are managed in line with service standards</b>	Implement improved processes for managing: - complaints - HO appeals - FOIs	Complaints action plan in place outlining detailed work in relation to Ombudsman requirements, covering new complaints process, training for staff etc.  Key issues around complaints backlog being worked through and long delays.  Complaints group in place chaired by the Director for H&C to drive forward this work	New complaints policy developed and in place		<a href="#">See Audit Committee Recommendations</a>	
20		<b>Tenants and leaseholders understand, and are engaged in, developing policy and practice</b>	Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants	Work to be developed. Tenant E Lead has been liaising with residents and members and has been busy recruiting tenants to engage in this work.	Tenant Engagement Lead appointed and areas of work identified, early meetings with tenants and leaseholders held	<a href="#">DRAFT Areas of Work for the Tenant Engagement Lead</a>		
21		<b>Tenant participation is resourced</b>	Employ new Tenant Engagement Lead	Completed.	Tenant Engagement Lead appointed and areas of work identified, early meetings with tenants and leaseholders held			
22		<b>Tenants and leaseholders are informed and engaged</b>	Regular communication about practice and performance	Work ongoing on third newsletter	2 newsletters sent to tenants, meetings with tenants and leaseholders held	Newsletters are stored here <a href="https://www.adur-worthing.gov.uk/adur-homes/information-and-publications/newsletter/">https://www.adur-worthing.gov.uk/adur-homes/information-and-publications/newsletter/</a>		
23		<b>Tenant satisfaction is measured</b>	Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024  Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey  Investigate use of tenant portal to collect data and carrying out a STAR survey	Update	Work is progressed, partnering with Runnymede Council. Invitation to tender for tenant satisfaction survey now issued by Runnymede on behalf of Runnymede, Adur, and Tandridge Councils. Survey work to be undertaken September 2023.  Tenant portal to also be included in IT system scoping and upgrade project.  08/08/23 - The tender bids have now been evaluated. Runnymede, Tandridge and Adur all scored the bid from Acuity the highest. This is now going through the procurement process. I am due to meet with Runnymede & Tandridge next week so should have more of an update then.			
24		<b>Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board</b>	Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board	Second meeting due in September. We do not yet have in place a tenant representative or a sheltered housing representative.	Leaseholder representative in place. Others to be developed when the TEL is in post			



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25		<b>Anti-social behaviour is effectively managed with resident involvement</b>	Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work.	ASB Officer post within establishment to support this. Yet to be recruited.	ASB work is being driven by the corporate ASB lead and Tenancy services currently but this lacks capacity. ASB policy is not yet developed.		
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	AD post interviews underway Compliance Manager being advertised early August Asset Manager going to JE early August Main structure being reviewed to make most urgent changes to add capacity and skills as required.	Assistant Director for Housing position advertised. Positions of Head of Property filled and Interim Head of Housing filled. Other key posts underway (Compliance Manager, Asset Manager) Tenancy Services structure being reviewed Systems team and infrastructure to support AHs being reviewed Full staff structure to be implement in autumn 2023/4		<a href="#">See Audit Committee Recommendations</a>
27		<b>Strategic approach to asset management developed</b>	Develop 5 year and then a 30 year SAMP to guide asset management decision making	Outline of SAMP developed. Dependant on approval of HRA Business Plan	Outline of SAMP developed. Dependant on approval of HRA Business Plan	<a href="#">Strategic Asset Management Plan</a>	
28		<b>A long-term sustainable business plan for Adur Homes in place</b>	Develop new 30 year Housing Revenue Account Business Plan  Review options for the future direction of the service	The draft needs to be reviewed at the AHHB first	HRA Business Plan drafted and awaiting final completion and approval	<a href="#">Sustainable financial plan for housing</a>	
29		<b>An accountable service that makes decisions well</b>	Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs  Provide support to the team managers on decision making and report writing	Governance is in place now. Decision and report writing training completed with Managers. Reports being prepared for key committee meetings in September to ensure oversight. Audit actions are being embedded into this plan	Governance arrangements reviewed and proposal developed and presented to CLT and to committee (JACG and Adur Committee) Revisions to the AHs Board agreed and to be taken to committees in Sept for formal approval Proposal for governance overhaul to be fully reported to Members in Sept at committees (JACG ) KPIs developed for regular reporting to Joint Audit and Governance Committee, Joint Strategic Sub-committee (Adur), Adur Homes Advisory Board and Council Leadership Team	<a href="#">Effective governance of Adur Homes</a>	
30		<b>Improve financial performance</b>	Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work	There are significant issues being worked through with regard to recovery of rent arrears for tenants, which have been impacted by rent setting delays. These are to be added to the corporate risk register.  Proactive Casework post to be recruited to shortly once evaluated which will help support this work.	AWC has approved a new corporate debt policy to optimise debt reduction and collection whilst recognising residents difficulties. UK Shared Prosperity funding to be used to support additional Proactive capacity in 2023-2025  Continued actioning of Leasehold Section 20 process across all Capital works to ensure cost recovery where appropriate and necessary		

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31		<b>Embed all Audit recommendations into this Improvement Plan</b>	Resolve outstanding Housing Audit Recommendations	Proposal to incorporate Audit recommendations into Housing Improvement Plan to go to Joint Audit and Governance Committee in September 2023  Each audit action should be embedded into core updates	Proposal to incorporate Audit recommendations into Housing Improvement Plan to go to Joint Audit and Governance Committee in September 2023	<a href="#">Housing Audit Recommendations</a>		
32		<b>A workforce fit for the future for Adur Homes</b>	Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources	Project to be developed when the new Assistant Director of Housing is in post	Project to be developed when the new Assistant Director of Housing is in post			

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity 2023/24	Recorded by	Additional notes	Project Brief
1	Home Standard - Quality of Accommodation	All properties meet the 'decent homes' standard	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			
2		A clear set of priorities for planned and cyclical maintenance and compliance work	Review current position and develop programme to meet regularity and legislative standards			
3		Develop a clear performance framework	Establish KPIs for each performance area that address regulatory standards and provide a common set of data for regular reporting			
4		Effective integrated IT system supporting all housing activity	Deliver a programme of system improvements, upgrades and procurement, focusing on delivering asset management with an updated tenancy management system			
5		Consolidated asset management stock condition data	Enhance IT capacity to manage stock condition data			

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity <b>2023/24</b>	Recorded by	Additional notes	Project Brief
6		<b>Stock condition audit programme</b>	Improve asset information to inform investment decisions including identified work and budget costs			
7		<b>Voids managed effectively</b>	Review processes for managing voids to reduce cost and improve turn around time			
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			
9		<b>Effective contracts in place for asset programmes</b>	Review and where necessary reissue contracts for asset programmes			
10		<b>Clarity and compliance with health and safety, compliance policies and procedures</b>	Review and update all health and safety compliance policies and procedures to ensure effective control - develop a compliance dashboard			
11		<b>Clarity of data around compliance issues/progress</b>	Review data to identify areas that require compliance action and initiate action to address this			

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12		<b>All health and safety compliance requirements are met</b>	Ensure compliance with all legislative requirements for; - gas - fire safety - electrical safety (including EICRs) - legionella - carbon monoxide - asbestos - FRAs for sheltered housing - lifts and stair lifts - new building regulations			
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			
14		<b>An effective customer access procedure</b>	Review current access procedures for compliance work and ensure an effective procedure is in place			
15	<b>Tenant Involvement and Empowerment Standard - Customer service, choice, complaints</b>	<b>Tenancy type allocated accurately</b>	Review current tenancy type allocation policy and procedure			
16		<b>Clear, accessible information for tenants</b>	Update Tenant Handbook to provide clear information about services and tenant and landlord responsibilities. Improve the self-service offer for tenants			
17		<b>Transparent and effective housing management policies</b>	Review and update housing (tenancy and asset) management policies			
18		<b>Leasehold properties are well managed</b>	Develop new leaseholder management policies, including income and major works payment			

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19		<b>Complaints and FOIs are managed in line with service standards</b>	Implement improved processes for managing: - complaints - HO appeals - FOIs			
20		<b>Tenants and leaseholders understand, and are engaged in, developing policy and practice</b>	Develop and implement a Tenant Engagement Strategy that reflects best practice and a proactive approach to engaging tenants			
21		<b>Tenant participation is resourced</b>	Employ new Tenant Engagement Lead			
22		<b>Tenants and leaseholders are informed and engaged</b>	Regular communication about practice and performance			
23		<b>Tenant satisfaction is measured</b>	Tenant Satisfaction Perception Survey for 100% of all tenants to report April 2024  Review current mechanisms for collecting tenant satisfaction data t portal and STAR survey  Investigate use of tenant portal to collect data and carrying out a STAR survey			
24		<b>Good housing representation from tenants, leaseholders and sheltered housing feeding into the work of the Adur Homes Advisory Board</b>	Tenant, Leaseholder and Sheltered housing representation to be sought for the new Adur Homes Advisory Board			

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity <b>2023/24</b>	Recorded by	Additional notes	Project Brief
25		<b>Anti-social behaviour is effectively managed with resident involvement</b>	Develop ASB policy for Adur Homes in accordance with Councils' wider ASB approach Secure ASB capacity for Adur Homes to deliver this work.			
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			
27		<b>Strategic approach to asset management developed</b>	Develop 5 year and then a 30 year SAMP to guide asset management decision making			
28		<b>A long-term sustainable business plan for Adur Homes in place</b>	Develop new 30 year Housing Revenue Account Business Plan  Review options for the future direction of the service			
29		<b>An accountable service that makes decisions well</b>	Review governance arrangements to ensure clear accountability, oversight and scrutiny is in place against key service objectives and KPIs  Provide support to the team managers on decision making and report writing			
30		<b>Improve financial performance</b>	Improve income and debt/cost recovery in line with Councils' new corporate debt policy and Proactive work			

Priority number	Relevant Standard to be addressed	Delivery outcome <i>This is the overall change we want to make</i>	Description of Activity <b>2023/24</b>	Recorded by	Additional notes	Project Brief
31		<b>Embed all Audit recommendations into this Improvement Plan</b>	Resolve outstanding Housing Audit Recommendations			
32		<b>A workforce fit for the future for Adur Homes</b>	Implement a Workforce Strategy to support professional accreditation and skills development and the effective deployment of resources			