

VALE of GLAMORGAN

Housing Asset Team

Team Plan 2013/14



BRO MORGANNWG

Team Manager	Rob Lucas
Service Plan	Housing & Building Services
Date signed off	
Signed off by	

The HA team is a new team established in October 2012, following the interim housing management arrangements. The team was set up to ensure:

- Proper housing asset management of the housing stock;
- IT support for the housing management system (Ohms) and the HAMD (Keystone).

Keystone was implemented in July 2011

There is a need to review and better use the functionality of Ohms and Keystone to deliver smarter working in the context of limited resources.

The Team

Rob Lucas – Asset Manager

Ian Robertson – IT Support Officer

Viv Waters – Database Administrator

Petina Barquin – Database Administrator (Agency)

The main elements of Housing Asset Management:

- Planned Maintenance and improvement which achieves economies by replacing components `just in time` before they would otherwise require repair and to standards that minimise maintenance and achieve value for money
- Cyclical Maintenance to prevent deterioration in the physical condition of the stock and mechanical and electrical servicing to ensure components are safe and serviceable
- Responsive Maintenance that is focused on reducing demand while preventing unplanned deterioration in properties and ensuring that residents remain satisfied with their homes
- Void repairs which protect the Council's revenue and minimise the number of rejected offers
- A sustainability test and options appraisal of housing stock aimed at removing liabilities and generating funds for future re-investment

- An adaptability test of housing stock to determine if each dwelling is suitable or not suitable for adaptations
- Effective financial and performance management with adequate resources.
- Community regeneration to ensure that dwellings and their environments match tenants' and potential tenants' aspirations within the constraints of the Business Plan
- The service must be Customer focused and provide value for money

TEAM ROLES

IT Support

- Responsible for the maintenance and development training in the council IT systems including Ohms, Keystone – housing asset management system, ILLY supporting people system
- Take a lead role in the development and maintenance of the housing asset management system and ensuring it is consistent and reliable.
- Responsible for producing reports from the IT systems for performance management, planning and service delivery. Including necessary statutory returns.
- Responsible for the development implementation and review of the councils housing IT services.
- To manage the relationship between corporate IT and housing IT
- Ensure the successful upgrading of IT systems including testing implementation and development
- Responsible for the coordination and delivery of the housing IT systems
- Implement smarter working for the housing management systems and housing asset management database.

Housing Improvement and database administrator

- Provide admin support for the housing improvement service
- Responsible for the administration, support and use of the housing asset database to deliver performance integrity and security of the system
- Monitor cleanse and manage database to ensure its integrity

- Creating inputting and monitoring data on spreadsheets databases and specialist packages as required
- Provide training support to internal and external data contributors to the HAMD
- Measuring the performance of WHQS project works

Asset improvement Manager

- Develop and procure the housing investment program
- Satisfy the requirements of the WHQS
- To improve the housing stock
- To ensure the housing stock is improved and coordinate in the best possible way to maximise efficiency
- To provide a high quality and effective council housing adaptation service
- To lead on the development of the HAMD
- To identify regeneration opportunities on housing estates
- To develop a proper planned approach to planned repairs
- To ensure programmes are in place to achieve the planned repairs
- Develop an accessible homes database

All

- Contribute fully toward councils core objectives and service plan

Outcome 2	All Council tenants in the Vale live in good quality housing and communities that meet WHQS
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Objective 4	To enhance tenants' quality of life by making relevant improvements to their homes and communities.
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Context for this objective:	
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Ref.	During 2013-14 we plan to:	Outcomes we'll achieve from this action are:	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?:	Progress
HS04/A0 21 H7	Deliver improvements through the Housing Improvement Programme.	Council will achieve the Welsh Housing Quality Standard (WHQS) in accordance with Welsh Government requirements	High	Simon Davies	September 2012	April 2017	Property and Housing Teams (see Housing Business Plan 2012).	
<i>HAM 1</i>	<i>Implement a process for obtaining and entering completed works component data, health and</i>	<i>The HAMD will be populated in order to enable it to function to provide</i>	<i>High</i>	<i>Rob Lucas</i>	<i>July 2012</i>	<i>September 2012</i>	<i>Ian Robertson, Viv Waters, Rob Lucas, Contractors, Housing</i>	<i>Baseline process in place for September, further</i>

	<i>safety file and asbestos refurbishment survey data for WHQS works.</i>	<i>investment planning programming, accessible home register, management of responsive repairs</i>					<i>Improvement Team</i>	<i>refinements have included: multiple document loading (zip), asbestos guidance, general guidance on documents, health and safety file refinement. Monitoring of data in order to enable progress reporting.</i>
<i>HAM 2</i>	<i>Monitoring WHQS data input by HIS, Contractor and asset team</i>	<i>The HAMD will be populated in order to enable it to function to provide investment planning programming, accessible home register, management of</i>	<i>High</i>	<i>Rob Lucas, Jane Wade</i>	<i>September 2012</i>	<i>End of WHQS project - April 2017</i>	<i>Framework contractors, housing improvement supervisors, housing asset team,.</i>	<i>There has been patchy take up of the process, SMK have submitted half of the data, Apollo have just started and achieved 15 assets per day on their first</i>

		<i>responsive repairs. WHQS monitoring WAG return.</i>						<i>day, however, the way forward needs to be agreed</i>
<i>HAM 3</i>	<i>Entering historic completed works data</i>	<i>The HAMD will be populated in order to enable it to function to provide investment planning programming, accessible home register, management of responsive repairs. WHQS monitoring WAG return.</i>	<i>High</i>	<i>Rob Lucas</i>	<i>July 2011</i>		<i>Viv Waters, Petina Barquin, Nick Butcher</i>	<i>Significant progress made, 24 million pounds worth of planned work now entered. Data outstanding, includes, major adaptations (non wet rooms). Energy improvements, asset energy performance data, and asbestos management surveys(see housing asbestos management plan action)</i>
<i>HAM 4</i>	<i>Produce roofing programme which</i>	<i>Currently significant levels</i>	<i>High</i>	<i>Rob Lucas</i>	<i>May 2013</i>	<i>June 2013</i>	<i>Petina Barquin, Ian Robertson,</i>	<i>Data mining for dwellings to be</i>

	<i>may include other externals, using HAMD.</i>	<i>of properties where roof failing before roof replaced.</i>					<i>Rob Lucas.</i>	<i>included has begun.</i>
<i>HAM 5</i>	<i>Implement improved approach to managing planned repairs</i>	<i>With the long term aim of minimising responsive repairs, and achieving a proper balance of planned repairs to responsive (70:30)</i>	<i>High</i>	<i>Rob Lucas</i>	<i>May 2013</i>	<i>October 2013</i>	<i>Asset team, property services</i>	<i>Planned works identified to properties where failure has occurred, meeting arranged with C1V to establish C1V access to HAMD information and to establish better process.</i>
<i>HAM 6</i>	<i>Produce a housing quality standard for WHQS – Room by room specification</i>	<i>Minimise responsive repairs, value for money supply chain management consistent approach through WHQS contractor framework</i>	<i>High</i>	<i>Rob Lucas, Jane Wade</i>	<i>August 2012</i>	<i>May 2013</i>		<i>Baseline document in place, currently being developed by contractor framework for agreement by housing investment group</i>

HS04/A0 23	Implement Phase 1 of the Keystone Development Plan.	Housing Services make the best use of their resources through using this asset management database.	High	Simon Davies	February 2013	December 2013	Assets Team (Rob Lucas)	
HAM 7	<i>Implement a process for obtaining and entering completed works component data, health and safety file and asbestos refurbishment survey data for WHQS works.</i>	<i>The HAMD will be populated in order to enable it to function to provide investment planning programming, accessible home register, management of responsive repairs</i>	<i>High</i>	<i>Rob Lucas</i>	<i>July 2012</i>	<i>September 2012</i>	<i>Ian Robertson, Viv Waters, Rob Lucas, Contractors, Housing Improvement Team</i>	<i>Basic process in place for September, further refinements have included: multiple document loading (zip), asbestos guidance, general guidance on documents, health and safety file refinement. Monitoring of data in order to</i>

								<i>enable progress reporting.</i>
<i>HAM 8</i>	<i>Keystone Upgrade</i>	<i>Ensures system updated with better functionality and enables continued support and avoiding falling behind with software versions</i>	<i>High</i>	<i>Ian Robertson</i>	<i>May 2013</i>	<i>June 2013</i>	<i>Ian Robertson/Chris Wood</i>	<i>Complete</i>
<i>HAM 9</i>	<i>Upgrade of tablet PC's to new Keystone/Foundation version, including new OS</i>	<i>Enable smarter working for the HIS</i>		<i>Ian Robertson</i>	<i>June 2013</i>	<i>July/August 2013</i>	<i>Ian Robertson/Chris Wood</i>	<i>Testing underway</i>
<i>HAM 10</i>	<i>Investigate planned maintenance module/smarter working</i>	<i>To enable much more effective data entry and contractor management</i>	<i>Medium</i>	<i>Rob Lucas, Ian Robertson</i>	<i>July 2013</i>	<i>September 2013</i>	<i>Ian Robertson, Rob Lucas, Jane Wade</i>	<i>Visit to Caerphilly Council to be arranged.</i>
<i>HAM 11</i>	<i>Deliver support for further Keystone development. Investigate the use</i>	<i>Smarter working including contractor management</i>		<i>Ian Robertson</i>			<i>Ian Robertson</i>	<i>Trial simple contract</i>

	<i>of planned maintenance module, and gas servicing module</i>	<i>module</i>						
<i>HAM 12</i>	<i>Ensure integrity of asset data with constant monitoring using Keystone reports.</i>	<i>The HAMD will be populated in order to enable it to function to provide investment planning programming, accessible home register, management of responsive repairs. WHQS monitoring WAG return</i>	<i>High</i>	<i>Viv Waters</i>	<i>July 2011</i>	<i>Ongoing</i>	<i>Viv Waters, Petina Barquin,</i>	<i>Work in progress</i>

Outcome 2	All tenants in the Vale live in good quality housing and communities that meet WHQS
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Objective 5	To deliver a timely, high quality, responsive housing management and maintenance service
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Context for this objective:	
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Ref.	During 2013-14 we plan to:	Outcomes we'll achieve from this action are:	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?:	Progress
HS05/A0 27 H13	Review the effectiveness of the current OHMS housing management system to ensure smarter working practices.	Smarter working; Customer self service using the Northgate customer portal; Northgate process module to implement a systems approach in prioritising housing management & repair services;	Medium	Mike Ingram	April 2013	April 2014	Housing Manager IT Support Officer	

		and Synchronisation of Opti-time and Northgate customer portal to enable automated, efficient customer service between the housing system and Consol Repair system.						
<i>HAM 13</i>	<i>Northgate Ohms upgrade</i>	<i>Ensures system updated with better functionality and enables continued support and avoiding falling behind with software versions</i>	<i>High</i>	<i>Ian Robertson</i>	<i>July 2013</i>	<i>August/September 2013</i>	<i>Ian Robertson/Chris Wood</i>	<i>Test planned</i>
<i>HAM 14</i>	<i>Implement direct debit functionality within Housing management system</i>			<i>Ian Robertson</i>	<i>September 2012</i>	<i>Soft launch May 2013 full marketing plan September 2013</i>	<i>Ian Robertson/Chris Wood/Northgate</i>	<i>On track</i>

HS05/A0 29	Develop and implement a recharging policy for tenants.	Reduction in appropriate work. Reduction in costs.	High	Simon Davies	April 2013	December 2013	OM(A), Asset & Improvement Manager, OM(H)	
	<i>Ensure Asset Improvement Manager on a working team to develop robust policy.</i>	<i>Policy contributes to above.</i>	<i>High</i>	<i>Rob Lucas</i>	<i>April 2013</i>	<i>December 2013</i>	<i>Asset Improvement Manager</i>	
HS05/A0 30	Develop an ICT Strategy for Housing Services.	Smarter working. Reduction in costs. Improved service delivery to tenants. Improved service performance.	Medium	Simon Davies	April 2013	April 2014	OM(A), Asset & Improvement Manager, IR, KL and ICT Support	
		<i>Working group to be established RL in working group</i>						

HS05/A0 44	Review current heating and maintenance contracts and consider retendering services.	Effective partnerships are in place for the servicing and maintenance of space and water heating of the Council's housing stock. Homes are warm and tenants have access to hot water allowing tenants to lead healthy lives.	High	Simon Davies	April 2013	April 2014	OM(A), Building Services Compliance Manager, Asset & Improvement Manager and Procurement Officer	
	<i>Asset manager to provide advice to the tender process and contribute towards work ensuring governance within housing asset management database.</i>	<i>Effective governance within housing asset management database.</i>	<i>High</i>	<i>Asset Manager</i>	<i>April 2013</i>	<i>April 2014</i>	<i>Asset Manager</i>	

HS05/A0 33	Develop and implement antisocial behaviour monitoring within the OHMS system.	Improved response and monitoring of antisocial behaviour. Better targeting of resources to areas experiencing antisocial behaviour.	High	Mike Ingram	April 2013	April 2014	OM(H) Housing Manager IT Support Officer	
	<i>Establish working group to take monitoring scheme forward.</i>	<i>Improved monitoring of antisocial behaviour.</i>	<i>High</i>	<i>Mike Ingram</i>	<i>April 2013</i>	<i>April 2014</i>	<i>IT Support Officer (Ian Robertson to manage software development)</i>	

Outcome 2	All tenants in the Vale live in good quality housing and communities that meet WHQS
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Objective 6	To actively engage tenants in shaping decisions about their homes and communities.
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Context for this objective:	
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Ref.	During 2013-14 we plan to:	Outcomes we'll achieve from this action are:	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?:	Progress
HS06/A0 48 H12	Deliver the Tenant Engagement Strategy.	Feedback from tenants and other customers is publicly available. This feedback informs improvement in the service area.	High	Mike Ingram	April 2013	April 2014	All Team Managers	
	<i>Deliver required improvements in tenant engagement strategy at team level.</i>	<i>All teams to seek improvement for tenant engagement strategy</i>	<i>High</i>	<i>Mike Ingram</i>	<i>April 2013</i>	<i>April 2014</i>	<i>All Team Managers</i>	

HS06/A0 58	Deliver improvements to data gathering, analysis and reporting on service use by protected characteristic.	Equalities Monitoring data informs the provision of services and all members of the community have equal access to our services.	Medium	Mike Ingram	April 2013	April 2014	Housing strategy Officer	
	<i>Provide software development to enable data gathering and analysis.</i>	<i>Relevant and accurate information which informs service provision.</i>	<i>Medium</i>	<i>Ian Robertson</i>	<i>April 2013</i>	<i>April 2014</i>	<i>IT Support Officer</i>	

Outcome 1	All citizens have access to suitable, affordable housing options
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Objective 2	To deliver the strategic and enabling housing function as the statutory housing authority by reviewing and implementing the housing strategy.
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Context for this objective:	
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Ref.	During 2013-14 we plan to:	Outcomes we'll achieve from this action are:	High , medium or low priority	Officer responsible for achieving this action	Start Date	Finish Date	How will the work be resourced?:	Progress
HS02/A0 12 CL12	Implement the requirements of the Corporate Action Plan on Welfare Reforms.	The adverse affects of Welfare Reform are mitigated within Housing Services. The Corporate Action Plan is complete.	High	Mike Ingram	April 2013	April 2014	OM (H)	

	<i>Deliver welfare reform changes required to housing management systems to allow better monitoring of welfare reform.</i>	<i>Tighter monitoring of welfare reform cases with respect to arrears.</i>		<i>Ian Robertson</i>	<i>May 2013</i>	<i>July 2013</i>	<i>Ian Robertson/Northgate</i>	
HS02/A0 17 H3	Review the Homes4U Allocation process, the Accessible Homes Policy and how allocations are made to affordable home ownership schemes.	Housing allocations are linked to housing need.	Medium	Mike Ingram	April 2013	March 2014		
	<i>Incorporate agreed policy changes into software development plan.</i>	<i>Housing allocations clearly reflect housing need.</i>	<i>Medium</i>	<i>Mike Ingram</i>	<i>April 2013</i>	<i>March 2014</i>	<i>Ian Robertson</i>	

<i>HAM 15</i>	<i>Implement the increase in rent for all tenants on the housing management system including tenant notification letters and year end reports</i>	<i>Business plan will continue to be sustainable</i>	<i>High</i>	<i>Ian Robertson</i>	<i>January 2014</i>	<i>April 2014</i>	<i>Ian Robertson</i>	<i>This is an essential action and takes priority</i>
<i>HAM 16</i>	<i>IT training of external and internal stakeholders: providing informal training to Housing/Building services/Property Services teams</i>	<i>Provide effective housing asset management</i>	<i>Medium</i>	<i>Rob Lucas</i>	<i>April 2013</i>	<i>April 2014</i>	<i>Viv Waters Petina Barquin</i>	
<i>HAM 17</i>	<i>Implement a housing asbestos management plan for each dwelling</i>	<i>Asbestos management plan must be in place to achieve statutory requirements</i>	<i>High</i>	<i>Rob Lucas, Clive Simkiss</i>	<i>May 2013</i>	<i>July 2013</i>	<i>Asbestos surveyor, asbestos clerk, housing compliance and asset teams.</i>	<i>Action plan agreed, surveyor to be appointed week commencing 1st July 2013.</i>

<i>HAM 18</i>	<i>Undertake sustainability testing and option appraisal of housing stock aimed at removing liabilities and generating funds for future reinvestment</i>	<i>Ensure business plan is sustainable</i>	<i>High</i>	<i>Rob Lucas</i>			<i>Rob Lucas, Stock condition surveyors, hard to treat group.</i>	<i>Sustainability surveys of 11 properties are underway, to be completed by end of June. Brecon Court option appraisal underway. 15 Albert Rd option appraisal to be completed. Airey properties. Hard to treat group taking forward</i>
<i>HAM 19</i>	<i>Manage adaptation budget with challenging financial restrictions</i>	<i>Provide effective adaptation service</i>	<i>High</i>	<i>Rob Lucas</i>	<i>Ongoing</i>	<i>Ongoing</i>	<i>Rob Lucas, Rob Thompson, Housing options officer</i>	<i>Changes made to manage budget successfully, but financial restrictions result in a challenge to the service</i>