

APPENDIX 1

Progress Update – Review of Consolidation of Thirteen Housing Group

SCRUTINY MONITORING – PROGRESS UPDATE	
Review:	Review of Consolidation of Thirteen Housing Group
Link Officer/s:	Jane Edmends
Action Plan Agreed:	July 2019

Updates on the progress of actions in relation to agreed recommendations from previous scrutiny reviews are required approximately 12 months after the relevant Select Committee has agreed the Action Plan. Progress updates must be detailed, evidencing what has taken place regarding each recommendation – a grade assessing progress should then be given (see end of document for grading explanation). Any evidence on the impact of the actions undertaken should also be recorded for each recommendation.

Recommendation 1:	Thirteen Housing Group provide an update report to the Place Select Committee in 2019 on the new Neighbourhood Co-ordinator operating model as part of this review’s monitoring process, including assurance that the new Co-ordinators are appropriately skilled, trained and supported.
Responsibility:	Thirteen
Date:	July 2019
Agreed Action:	New role has now been rolled out across Thirteen’s operating area. Update to be provided to Select committee.
Agreed Success Measure:	Neighbourhood Co-Ordinator role is effective, is visible within the local community and maintains regular contact with ward members.
Evidence of Progress (October 2020):	The role of neighbourhood co-ordinator has now been in place since 2018 and working well throughout the business. All co-ordinators have been trained in various elements of housing operations and management throughout and continue to be so. Of the 100 neighbourhood co-ordinators a further 19 have studied and qualified in a formal CIH qualification at level 2 and 3 within the last 2 years. To supplement this formal approach Thirteen are also committed to and continue to roll out training continuously to all front-line colleagues across the business. The last 12 months alone have seen sessions ran through specialist trainers in courageous conversations for all coordinators and support colleagues (over 100+) as well as a range of training on other areas such as safeguarding, debt management, voids management and anti-social behaviour. This year we reviewed our ASB service and as a result a comprehensive training plan was delivered for all staff including training on policy, procedure and processes to ensure greater consistency of delivery and improved customer satisfaction too. More formal training is supplemented by weekly training via team meetings, making sure colleagues are constantly kept up to date with changes. Health and safety is really important to protect our colleagues and customers and throughout the lockdown period as a result of Covid-19 all Neighbourhood coordinators have been trained on new ways of

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delivering services safely. All guidance documents are now collated in the Operational toolkit which has a range of documents and guidance ensuring consistency of service delivery and is complemented by training videos too.

Key performance information is also monitored on a monthly basis to ensure that not only are colleagues trained they are also performing in their roles. Over the last 12 months this has seen specific benefits in the following specific areas:

- Overall satisfaction reached 89.10%
- Net promoter score increased to 53.10%
- All complaints were resolved to in less than 3 days on average
- Average calendar days to complete repairs performed at 6 days or lower for the last quarter of 19/20 and at an average of 8 days overall
- Re-let times for our standard portfolio closed in March at 25.68 days down from around 45 in 2017.
- The number of terminations had decreased and held steady around 9% meaning more people are starting to stay longer with us
- Arrears closed at £4,868746.95 a reduction of £310K during the year for all Thirteen stock.

Furthermore, evidence of the model in action has been witnessed during the ongoing pandemic at the time of writing. For example, whilst many customers have been furloughed and despite the continued roll out of Universal Credit arrears performance has remained strong at around £5.0m (week 20) which is a £97.5k reduction on the previous 4 weeks and the lowest it has been this year (20/21) since week 4. Additionally, when compared to week 21 last year like for like performance was £196k lower and all areas had seen a reduction. This performance is supporting delivery and whilst there is more to do, represents a very positive result when landlords have been able to take no legal enforcement action since March 2019.

We continue to recognise the importance of our connection with ward councillors and have invited all ward members to quarterly estate walkabouts prior to lockdown. We have put these on hold during lockdown but have stayed connected with ward members. Recently we contacted members via their coordinator or local housing manager about their views on whether walkabouts should continue, their value or what other ways of connecting would be more beneficial. We are currently liaising with customers too about their views but overwhelmingly ward members views were that a bespoke offer was better rather than a blanket approach, recognising some ward councillors valued them and others preferred the connection via telephone. We continue to work with ward and local councillors on any specific issues on a case by case basis as they occur being responsive to their needs and those of customers.

We have hosted events every 6 months offering members the opportunity to meet the Director of Neighbourhoods, Senior Neighbourhoods Manager and members of the team. Feedback and attendance were good. We have presented team achievements and held a question and answer session at some events and at other sessions we adopted a more informal drop in style approach.

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	<p>Prior to lockdown the Senior Neighbourhoods manager, alongside the Director of Neighbourhoods and key colleagues across the group held a members and partners event enabling us to showcase achievements across group (covering development, regeneration, repairs, asb, neighbourhoods, money advice and support services). The session enabled members to speak directly with senior managers across the business and answer any questions by ward members. We also took the opportunity to seek feedback about our services and how we could improve. We followed this up with an email to members who couldn't attend to ensure inclusivity. All feedback was then produced into a document which showcased the event, our performance and a "you said we did" section around the feedback gained. We took the opportunity early into lockdown to deliver a personalised video from both the Director of Neighbourhoods, alongside the Senior Neighbourhoods manager reassuring ward councillors of our approach during lockdown and raising awareness of the feedback document from the event.</p> <p>Whilst in lockdown as changes have occurred we have kept ward members informed for example, advising that we had taken the decision to introduce a temporary hold on non-essential visitors within the scheme and the closure of the communal areas, which again received positive feedback.</p>
<p>Assessment of Progress (October 2020): (include explanation if required)</p>	<p>1 (achieved)</p>
<p>Evidence of Impact (October 2020):</p>	<p>Please see the details noted in the boxes above</p>

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Recommendation 2:	Thirteen Housing Group continue to seek positive relationships and strong communication with all Ward Members, and have robust plans in place for Ward Member engagement following the Local Elections in 2019.
Responsibility:	Thirteen
Date:	June 2019
Agreed Action:	<p>Bi-monthly update for Ward Members re: High-Rise scheme</p> <p>Introduction of (new) Ward Members to the Relocation Coordinators, Team Leader and Managers via Party Leader &/or previous Ward Members with whom relationships already well established and positive.</p> <p>Inclusion of Ward Members at community events, their support promoting etc.</p> <p>Pre-planning discussions & scheme updates held as appropriate.</p>
Agreed Success Measure:	<p>Regular 2-way engagement via various/preferred methods of communication.</p> <p>Positive feedback from Ward Members and LA's (to Thirteen and Partners and within the media where appropriate).</p> <p>Support of Ward Members at community events.</p>
Evidence of Progress (October 2020):	<p>Details below are examples of engagement with local councillors on the redevelopment of the Anson and Hudson House site (High Rise scheme):</p> <ul style="list-style-type: none"> • Regular informal updates and more formalised reports e-mailed to ward Councillors individually and via the TIA Lead Councillor. • Pre-planning consultations held (11 September 2019 face to face; end May 2020 telecon; 25 August 2020 telecon). • Pre-demolition planning consultations held 21 November 2019 and to be re-held once demolition contract let to discuss further details. • Regular updates provided to Thornaby Town Council Mayor and published within Thornaby Pride magazine (quarterly). • (Reactive) Follow up response to any enquiries or concerns from Ward Cllrs regarding relocation process or tenant concerns – all met with Cllr satisfaction. <p>Narrative in 'Evidence of Progress: Recommendation 1' also details wider ward member engagement.</p>

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Assessment of Progress (October 2020): (include explanation if required)	2 (on track)
Evidence of Impact (October 2020):	<p>Following pre-planning feedback from ward Cllrs:</p> <ul style="list-style-type: none"> • increased number of visitor car parking spaces and ‘green’ area within design proposals • retained the large tree (now TPO’d) within the new build scheme <p>Ward Councillors have been entirely supportive of Thirteen colleagues and the relocation process.</p> <p>Decommissioning (surveys, gas/electric/water) underway at Anson House.</p> <p>Demolition tender package in progress and contract to be let by year end 2020.</p> <p>Planning application for new build (37 units) due for submission in Sept 2020.</p>

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Recommendation 3:	Whilst acknowledging the restrictions around the national policy approach, the Committee fully support Thirteen Housing Group’s commitment to looking at options to convert its future development programme from ‘affordable rent’ to ‘social rent’, and request that an update is provided following Thirteen Board’s discussions on this.
Responsibility:	Thirteen
Date:	July 2019
Agreed Action:	Report considered by Thirteen Board. Following the above, update position to be provided to Select Committee.
Agreed Success Measure:	The provision of homes that are ‘affordable’ to all.
Evidence of Progress (October 2020):	<p>We were only one of 27 housing associations nationally (via 23 housing ‘deals’) to secure a ‘Wave’ Strategic Partnership with Homes England, which has a focus on the North East of England as well as North Yorkshire (where housing needs are currently not being met by existing housing associations). We will grow our housing base by 3,000 homes (from 34,000 to 37,000) over 5years. In an effort to balance the programme Homes England has asked us and other providers to concentrate social rent build to Leeds, Harrogate, York and Newcastle.</p> <p>In terms of housing needs in Tees Valley, the annual housing target for new homes is 1,910 each year. The annual affordable housing target/need in the Tees Valley is 765 new homes. Our current programme in the Tees Valley will deliver 2,377 new affordable homes which is 3.2 years of supply. As we are not the only developing housing association active in the Tees Valley we will continue to work together to manage the supply and demand within Tees Valley</p> <p>Specifically in terms of the product, our new build homes in the Tees Valley will focus on affordable rent (whether general needs, housing for older people, extra care, supported etc) as social rent is only available in selected areas under the WAVE programme – none of which are in the wider Tees Valley area.</p>
Assessment of Progress (October 2020): (include explanation if required)	1 (achieved)
Evidence of Impact (October 2020):	In the last financial year (19/20) we delivered on our promise of 400 units for Tees Valley. We continue to use our resources and balance sheet to develop new stock to meet housing demand.

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Recommendation 4:	Thirteen Housing Group provide assurance around the process of re-housing Anson House and Hudson House tenants to ensure, as far as possible, that people remain in that locality in the tenure of their choice (if this is their wish).
Responsibility:	Thirteen – Senior Regeneration Manager
Date:	Summer 2020
Agreed Action:	<p>70/78 tenants from Anson relocated.</p> <p>47/80 tenants from Hudson relocated including Leaseholder.</p> <p>Face to face individual meetings held with customers, alongside weekly drop-in session.</p> <p>Tenants offered Thirteen Home Standard (Decant) in new property and full disturbance support from Relocations Team.</p>
Agreed Success Measure:	<p>Decant of customers from Anson and Hudson Houses by July 2020.</p> <p>Feedback from customers (perception surveys, gifts/hospitality register, customer account videos where appropriate).</p> <p>Customers re-housed within 1st or 2nd choice areas.</p>
Evidence of Progress (October 2020):	<p>All customers (78 living in Anson House in June 2018) were relocated from the high-rise block by mid-December 2019 and the building secured for decommission.</p> <p>Hudson House leaseholder relocated November 2018.</p> <p>Weekly drop-in sessions held at Anson House (Monday and Thursday) and then moved to Hudson House in November 2019, until lockdown when weekly telephone contact was made with remaining tenants.</p> <p>Homeloss paid (less rent arrears where appropriate) plus required disturbance payments e.g. postal redirection. Thirteen standard (new) home offered with kitchen/bathroom refurbishments and decoration throughout (as required), carpets and white goods of cooker, washing machine and fridge/freezer gifted to customer (unless not wanted).</p> <p>Of the 80 customers living in Hudson House in June 2018, all but 5 have been relocated (<i>Sept 2020</i>) and all are anticipated to be relocated by the end of October 2020 (<i>**up to date position on decants to be provided verbally in the meeting</i>).</p> <p>N.B. Covid-19 lockdown delayed relocation progress by 3 months.</p>
Assessment of Progress (October 2020): (include explanation if required)	2 (on track)

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Evidence of Impact (October 2020):	<p>Of the 158 customers living in Anson & Hudson Houses in June 2018, all but 5 have been relocated (<i>Sept 2020</i>) and all are anticipated to be relocated by the end October 2020. (<i>**up to date position on decants to be provided verbally in the meeting</i>).</p> <p>All customers have been relocated to first or second choice areas / houses. All customers advised satisfied or very satisfied with support/service, relocation process and new home.</p> <p>Ward Councillors have been entirely supportive of Thirteen colleagues and the relocation process.</p>
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Recommendation 5:	Thirteen Housing Group provide assurance that the new Thirteen digital platform will accommodate the Council’s requirements. If this assurance is not possible, Thirteen to provide assurance that it will include an effective interface with the current CBL operating scheme.
Responsibility:	<i>Joint action</i> SBC – Housing Services Manager Thirteen – Director of Business Development
Date:	Testing ongoing during summer 19
Agreed Action:	SBC (as part of the wider Tees Valley Lettings Partnership) and Thirteen will both move forward with new, modern, digital lettings platforms: <ul style="list-style-type: none"> - Work is currently ongoing to ensure the integration of these 2 new platforms (i.e. a single point of access for customer). - The new platforms will be developed and tested by both parties during the summer 19. <p>Thirteen have revised their initial implementation timeline to accommodate this process.</p>
Agreed Success Measure:	Integrated, customer focused lettings platforms which positively supports those seeking accommodation within the borough.
Evidence of Progress (October 2020):	System testing is ongoing – this will ensure a seamless interface between the two new digital lettings platforms. There continues to be a regular weekly dialogue between SBC (leading the project on behalf of Compass CBL partners) and Thirteen with regards to the interface and working arrangements. <p>We have an agreed data set and structure to underpin the application process for customers ensuring that the switch will be as seamless as it can be. Communications with customers commenced earlier in 2020 and a roll out plan is in place to support all customers through the transition period. The assurance is in place that the Thirteen platform will support the continued working together. As we move through roll out this will continue to be tested and revisited as part of working together through business as usual</p>
Assessment of Progress (October 2020): (include explanation if required)	2 (on track). <p>MyThirteen live November 2020. The new ‘Tees Valley Lettings Partnership’ (replacement for Compass) will follow (anticipated Spring 2021).</p> <p>Both parties have ongoing contact/joint working with our appointed digital partner to ensure a ‘seamless’ interface when the two new digital lettings platforms are live.</p>
Evidence of Impact (October 2020):	Shared data tables are all in place to deliver the requirements of both parties. This will continue to be revisited as part of working together through business as usual.

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Recommendation 6:	In order to mitigate additional cost burdens on the Council (including additional staffing requirements to administer the Housing Register and effectively deliver the agreed Nomination Agreement), Thirteen Housing Group provide further assurance around financial support to the Council following their exit from the current CBL scheme.
Responsibility:	Thirteen – Director of Business Development
Date:	Jun 2019
Agreed Action:	Thirteen have agreed a one-off financial contribution to support the integration of the lettings platforms.
Agreed Success Measure:	Financial contribution secured.
Evidence of Progress (October 2020):	Payment made by Thirteen (£19k) to SBC to fund the interface between the two new digital lettings platforms.
Assessment of Progress (October 2020): (include explanation if required)	1 (achieved)
Evidence of Impact (October 2020):	As noted above, monies have been used to fund the interface between the two new lettings platform, this will support the need for minimal additional staff. To ensure a cost effective service delivery model SBC is facilitating a ‘shared’ Lettings/Nominations Team operating across SBC/HBC/MBC.

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Recommendation 7:	Thirteen Housing Group and the Council work together to ensure commonality on priority bandings in their respective Lettings / Allocation Policies, with the aim of ensuring that the Borough’s housing needs are appropriately met. Thirteen to provide the Council with regular (quarterly) updates of the number of lettings, by priority banding, made directly via the Thirteen Lettings Policy.	
Responsibility:	SBC – Housing Services Manager	
Date:	October 2019	September 2019
Agreed Action:	<u>Each organisation will implement a different lettings policy.</u> However, work is ongoing (recommendation 5) to ensure a simplified, easy to understand process for service users/those seeking accommodation.	The Tees Valley Lettings Partnership is currently consulting on its proposals for an updated Allocation Policy. One proposed recommendation will move from 5 bands (1+, 1, 2, 3, 4) to 4. This has been proposed to ensure the policy reflects current legislation and is more user friendly for service users.
Agreed Success Measure:	Integrated, customer focused lettings platform which positively supports those seeking accommodation within the borough.	
Evidence of Progress (October 2020):	<p>A revised Tees Valley Common Allocation Policy was agreed by SBC Cabinet Sept 2019, this will be adopted with effect from the launch of our new Digital Lettings Platform.</p> <p>Thirteen will implement their new Allocation Policy with effect from the launch of their new Digital Lettings Platform scheduled to be fully rolled out from November 2020.</p> <p>Both the policies have been aligned as far as is practicable and to ensure both organisations aims and objectives for housing can be met.</p> <p>Within Thirteen the management of the lettings process has been moved under Kay Glew, Director of Operations so that all housing management activity including advertising and letting resides in one operational remit. Additionally, the on-going management of the relationship will be undertaken by Kay and her team to ensure that if issues do occur they can be resolved in a timely manner.</p> <p>Both the Director of Operations and the Executive Director of Customer Services will meet bi-monthly with Garry Cummings and Jane Edmonds as well moving forward to ensure a proactive and healthy relationship is in place.</p>	
Assessment of Progress (October 2020): (include explanation if required)	<p>1 (achieved)</p> <p>Whilst both Allocation Policies have been agreed, each will not be formally implemented as noted above until the respective new Digital Lettings Platforms are launched.</p>	

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Evidence of Impact (October 2020):	Unable to evidence at this stage (until the respective new Digital Lettings Platforms are launched). Following the new Thirteen digital lettings platform going live (November 2020), regular lettings reports will be provided by Thirteen and discussed as business as usual through quarterly meetings.
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Recommendation 8:	The agreed Nomination Agreement includes a fair and equitable percentage of Thirteen housing stock (including property type, tenure and location).
Responsibility:	SBC – Housing Services Manager
Date:	October 2019
Agreed Action:	Conversations are ongoing to agree a Nomination Agreement.
Agreed Success Measure:	Nomination Agreement to secure a 'fair and equitable % of housing stock' to address housing need in the borough.
Evidence of Progress (October 2020):	<p>A 'Nomination Agreement' has been agreed between the parties. SBC will receive nominations for a minimum 50% of available <u>general</u> Thirteen lettings. 'Nomination properties' will address a variety of housing needs as properties will be a 'mix' in terms of both type and location.</p> <p>In addition, current 100% nomination arrangements will remain in place for specialist and new build housing i.e. Extra Care Housing and supported independent living for those with a learning disability.</p> <p>There is also provision for local lettings plans to be agreed/enacted as and when agreed by the parties for the overall betterment of the communities we serve together.</p>
Assessment of Progress (October 2020): (include explanation if required)	1 (achieved)
Evidence of Impact (October 2020):	<p>Unable to evidence at this stage.</p> <p>As noted in 'Evidence of Impact: Recommendation 7', following the new Thirteen digital lettings platform going live (November 2020) regular lettings reports will be provided by Thirteen and discussed as business as usual through quarterly meetings.</p>

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Recommendation 9:	Thirteen Housing Group give an undertaking to work jointly with the Council to ensure consistent communication and messages to residents / customers leading up to and post Thirteen’s exit from CBL.
Responsibility:	<i>Joint action</i> SBC – Housing Services Manager Thirteen – Director of Business Development
Date:	In accordance with an agreed Exit Plan
Agreed Action:	As noted in recommendation (5) Thirteen and the Tees Valley Lettings Partnership are working to implement new, integrated digital lettings platforms. Key to this will be a mutual Exit Plan, which is intended to ensure consistent communication from both parties for residents / customers / wider stakeholders. Thirteen and SBC have jointly agreed key milestones as part of the exit plan and will continue to work towards these timescales. Consultation events will be held for both customers and partners as part of this process.
Agreed Success Measure:	Residents / Customers and wider stakeholders fully understand the proposed changes and are able to access/use the new integrated lettings systems.
Evidence of Progress (October 2020):	Initial letter distributed to all applications and stakeholders was made jointly by SBC and Thirteen. Messages are being shared and discussed through roll out.
Assessment of Progress (October 2020): (include explanation if required)	2 (on track)
Evidence of Impact (October 2020):	Initial letter as noted above was sent out by all parties who are current members of the current Tees Valley Lettings Partnership (including Thirteen).

Assessment of Progress Gradings:	1 Fully Achieved	2 On-Track	3 Slipped	4 Not Achieved
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