Annex One for Cabinet 26th October 2023

26 October 2023

Social Housing (Regulatory) Programme Launch

1. Purpose

1.1. Trueman Change has been engaged by Tamworth Borough Council on the formal launch of the Social Housing Regulatory Programme that intends to progress work to ensure the Council's preparedness of the Social Housing (regulation) Act 2023 ensuring sufficient council housing services for its Tenants and Leaseholders

1.2. This report will set out the proposed structure of the Social Housing Regulatory Programme and the eight identified projects to be delivered as part of this programme. This will include project controls and governance.

2. Executive Summary

2.1. The SHRP's programme team is a cross fertilized team led by Tina Mustafa and resourced by Trueman Change project and programme managers. This team will have oversight over project delivery and ensure the intended outcomes and outputs are achieved.

2.2. A workshop was held on 4 October 2023 that informed project leads of the Programme methodology and governance structure. The SHRP has been structured to reflect the key elements from the Homes and Consumer standards, presented as projects, in order to maximise efficiency of resource and ensure the right leads within the Council staff are delivering project outcomes.

2.3. Project leads will use a dedicated space on Tamworth's sharepoint site to consolidate project and programme documentation. This will support compliance with internal auditing processes and document control.

2.4. Project leads are working to finalise their work packages and are reviewing this against the proposed consumer standards and self-assessment on tenant perception. Project leads and the Programme team, staffed by Trueman Change project managers, will review and update a highlight report fortnightly, in advance of monthly programme operations meetings. This provides sufficient opportunity to track progress, monitor slippages, escalate risks and monitor interdependencies.

3. Programme and Project structure

3.1. The SHRP has been structured to reflect the key elements from the Homes and Consumer standards, presented as projects, in order to maximise efficiency of resource and ensure the right leads within the Council staff are delivering project outcomes.

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3.2. Additional resource had been acquired through a formal tendering process to procure project management resource from Trueman Change Management Limited. This resource is now fully onboarded and has formed the Programme team to ensure compliance with governance and audit requirement, support individual project leads to deliver intended outcomes and monitor progress.

3.3. The SHRP has been structured to reflect the key elements from the Homes and Consumer standards, presented as projects, in order to maximise efficiency of resource and ensure the right leads within the Council staff are delivering project outcomes.

3.4. Annex 02, sets out the eight projects that have been identified under this programme and presents the project lead responsible for the project's successful delivery. These projects will report into the Programme team who will maintain oversight, monitor programme/project controls and facilitate governance requirements.

3.5. The programme team have developed a thorough governance process that accounts for existing governance procedures and sets out clear reporting and escalation routes. The Governance process is fully explained within Paragraph 5 of this report.

3.6. The Programme Team have facilitated a 'Project Initiation Document Workshop' which acted as one of the key 'kick-off' meetings for the project. This workshop ensured that all project leads were fully informed of the programme structure, key dates and milestones of the governance process and informed of indicative workstreams their project will need to complete to meet the overall programme objectives.

4. Timeline

4.1. SHRP has identified key milestones regarding its governance process. These milestones have been mapped on both a timeline and Gantt chart by the Programme Team and are accessible to all projects.
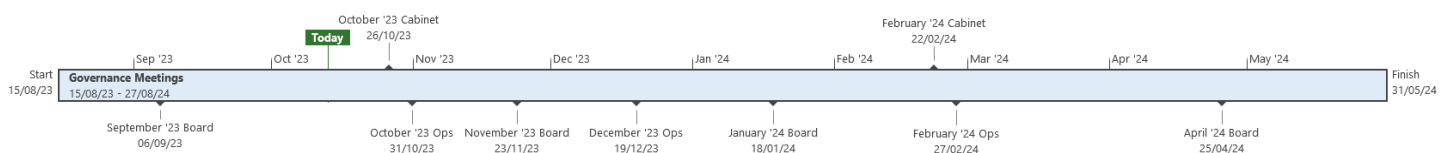
4.2. The Programme Team are mapping individual projects and programme milestones and project work packages. This is to provide clarity on a project and programme level as to work package demands including funding and resourcing.

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4.3. The Social Housing Regulatory Programme comes into effect from April 2023. This programme intends to have a clear plan of action to meet the Consumer and Home standards, taking into account the results from the Tenant Satisfaction Survey before April 2023.

4.4. We understand the consultation on the new consumer standards is set to conclude on 17 October and will await a finalised report to sense check the current workstreams within the project.

5. Governance Process

5.1. The key governance milestones identified are: Cabinet meetings, Housing and Homelessness advisory board meetings, Fortnightly highlight report meetings (attended by individual project leads and the Programme team) and monthly operations meetings.

5.2. The internal Programme governance meetings include the Fortnightly highlight report meetings and Operations meetings.

5.3. The fortnightly highlight report meetings are an opportunity for Project leads and the programme team to meet in order to discuss updates on project delivery over the allocated period. The meetings are an opportunity for project leads to: inform the programme team of any updates, share an updated highlight report, review any risks and highlight those that have changed or require escalation, review resource allocation, upcoming work, progress against targets and discuss interdependencies with other projects.

5.4. The monthly operations meetings are attended by all eight project leads and programme. This is to ensure a recurring opportunity to address key risks that have broken tolerances according to the risk matrix, to discuss key project inter-dependencies, progress and barriers to progress, readout of key governance meetings.

6. Highlight Reports

6.1. The Programme structure includes highlight reports, developed as per Tamworth Council's corporate templates. These highlight reports provide a snapshot of both the eight individual projects under the Programme, and then a Programme Level highlight report to provide an overview of governance commitments, risk escalations and general project health.

6.2. The highlight reports will set out the key workstreams for each project and progress against those workstreams for the time period covered. These highlight reports are key programme documentation that will support the monitoring and reporting of progress to meet the Programme's overall objectives.

6.3. Project Leads are required to meeting fortnightly to discuss highlight reports with the programme team and are accessible to all project leads at all times through Tamworth's internal shared drive. This transparency is essential to allow project teams to monitor overall programme health and progress and to track interdependencies between projects.

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6.4. The monthly operations meetings will provide an opportunity for key stakeholders to raise any concerns, comments or questions on highlight reports with the group to foster learning, information sharing and limiting the potential for mis-communication.

7. Resource Statement

7.1. The monthly operations meetings will provide an opportunity for key stakeholders to raise any concerns, comments or questions on highlight reports with the group to foster learning, information sharing and limiting the potential for mis-communication.

7.2. This project is being delivered alongside Tamworth Council's business as usual activities. The identification of workstreams and Project Initiation Kick Off meeting have served as key project priorities to set out the scale of the challenge and requirements to effectively manage change. Project leads have been given the opportunity to fully consider their individual work packages and present resource requirements to the Programme Team to contribute to the project's overall resource map.

7.3. Due to resource and time constraints we are aware that this programme will be delivered over a long period of time to reach successful completion. However, in advance of April 2024 it is intended that key processes, workstreams and detailed plan for action with deadlines will be developed to satisfy that progress is being made at pace.

7.4. The Programme Team will be responsible for maintaining, reviewing and actioning the resource plan in accordance with the project's scope, timescales and budget.

8. Risks and Issues

8.1. The Programme Team are responsible for monitoring and escalating risks and issues as per the risk register included within the Programme's Control log.

8.2. Project Leads will report fortnightly into the programme team on risks and issues, outlining mitigating actions and risk scores. Where risk scores exceed the tolerance they will be escalated through the identified governance routes including: monthly operations meetings, reporting into the Tamworth Borough Council's internal audit team, Cabinet and the Housing and Homelessness Advisory Board. When required individual projects will also report into relevant scrutiny committees.