



## Appendix A - STAR survey action plan 2022

Action	Action owner	Milestones	Key Dates/Timescales
<b>1.0 - Repairs service</b>			
1.1 – Bring in SMS messages for repairs to cover the confirmation of appointments, day before reminders, operative on the way notifications and post-work satisfaction surveys.	Paul Concannon, ODS Director of Property Services	SMS messaging system for appointments in place.	31/07/2022 (provisional)
1.2 – Creation of live dashboards so ODS can deal immediately with less than satisfactory customer responses.  27	Paul Concannon, ODS Director of Property Services	Dashboards scoped and designed.  Dashboard constructed in Power Bi following rollout of SMS messaging system for appointments.	Completed  30/11/2022 (provisional)
1.3 - Full rollout of DRS (dynamic resource scheduling) for operatives to improve responsiveness to customers.	Paul Concannon, ODS Director of Property Services	DRS (dynamic resource scheduling) deployed for 50% of operatives in ODS.  DRS (dynamic resource scheduling) deployed for 100% of operatives in ODS.	Completed  31/07/2022 (provisional)
1.4 - Grafton stock contract with on demand stock deliveries for fixed right first time repairs.	Paul Concannon, ODS Director of Property Services	Van stocks deployed and just in time delivery service up and running.	Completed
1.5 - Use of QL First Touch solution to enable operatives to book follow up calls with customers whilst on site.	Paul Concannon, ODS Director of Property Services	QL First Touch solution deployed for 50% of operatives in ODS.  QL First Touch solution deployed for 100% of operatives in ODS.	Completed  31/07/2022 (provisional)

1.6 - Implement the QL Portal to enable tenants to report, view and track repairs.	Bill Graves, Landlord Services Manager	Deployment of customer portal (Rents, Repairs, Choice Based Lettings)	31/10/2022 (provisional)
1.7 – Carry out a proactive programme to revisit cases where damp and mould have been reported in the past to review whether measures taken have worked or not.	Paul Concannon, ODS Director of Property Services	All mould and damp works prioritised when identified.  All cases in last 2 years contacted to see if there are any ongoing issues.  A mould and condensation prevention video launched and linked to OCC website.	Ongoing  Completed  Completed
1.8 - Customer care training for all staff in ODS centred on communication, behaviours and delivering a right first time service.	Paul Concannon, ODS Director of Property Services	EDI training for all staff  Customer care training developed. Training rolled out to all ODS staff.	Completed  Ongoing (linked to timescales on text survey and dashboards)
1.9 - Develop a new ODS Customer Service Strategy, encompassing customer experience, journey mapping, sentiment and real time transactional performance management.	Paul Concannon, ODS Director of Property Services	Project Manager appointed.  Customer Service Strategy in place.	01/04/2022  31/03/2023
<b>2.0 - Quality of the home and the neighbourhood – planned maintenance</b>			
2.1 - Deliver £51m HRA investment programme to accelerate the replacement of key asset management items (pending approval of council budget).	Mark Smart, HRA Surveying Manager	<u>See capital spend budget below action plan for details</u> Investment programmes delivered including: <ul style="list-style-type: none"> <li>• doors and windows</li> <li>• re-roofing</li> <li>• structural repairs</li> <li>• lifts and door phone entry systems</li> <li>• cyclical repairs and decoration</li> <li>• internal communal area improvements</li> </ul>	2026 (in line with yearly budget profile)

<p>2.2 - Carry out a full stock condition survey of council homes to assess what work is needed over and above Decent Homes in future (pending approval of budget).</p>	<p>Mark Smart, HRA Surveying Manager</p>	<p>Data set for collection selected and tender prepared and tenders invited.</p> <p>Survey contractor appointed.</p> <p>Stock survey completed. Develop a 5 year rolling programme informed by the results of the stock condition survey as they become available.</p>	<p>March 2022</p> <p>30/04/2022</p> <p>31/03/2024</p>
<p>2.3 - Continue to invest through the Great Estates programme for flat block improvements and parking, including £1.1m in 22-23. (The Great Estates budget is dedicated to low rise building communal spaces, improvements in security/lighting/entrance doors and access to a useable green space.)</p> <p>20 Barns Road Before</p>  <p>Barns Road After</p> 	<p>Sue Briscoe, Great Estates Senior Surveyor</p>	<p>2021/22 programme completed.</p> <p>Sites for 2022/23 programme selected and programme commenced.</p> <p><i>See below for budget numbers</i></p>	<p>31/01/2022</p> <p>01/03/2022</p>
<p><b>3.0 Communications and engagement</b></p>			

<p>3.1 – Increase the resourcing of tenant engagement activity (subject to budget approval), in order to develop and rollout a tenant engagement campaign, which will include areas such as –</p> <ul style="list-style-type: none"> <li>• building safety</li> <li>• personal fire safety</li> <li>• carbon reduction programme (further detail 3.4)</li> <li>• digital channel shift</li> </ul>	<p>Bill Graves, Landlord Services Manager</p>	<p>Recruitment of new Customer Experience team to develop and deliver engagement plan</p>	<p>30/06/2022  31/03/2024</p>
<p>3.2 – Take further steps to better understand our tenants, with more accurate capture of tenants’ personal data, contact details, data preferences and protected characteristic information.</p>	<p>Bill Graves, Landlord Services Manager</p>	<p>QL First Touch forms implemented.  QL customer portal launched</p>	<p>30/06/2022  31/03/2024</p>
<p>3.3 – Further improve our digital offer to deliver improved communications and engagements to tenants who prefer digital means of communications, such as younger people.</p>	<p>Bill Graves, Landlord Services Manager</p>	<p>Development and rollout of engagement plan  QL customer portal launched</p>	<p>30/06/2022  31/03/2024</p>
<p>3.4 - Launch a specific communications and engagement campaign to support the decarbonisation and retrofitting of council homes with energy efficient improvements.</p>	<p>Bill Graves, Landlord Services Manager</p>	<ul style="list-style-type: none"> <li>• <u>Phase one:</u> <ul style="list-style-type: none"> <li>- Use advertising and editorial to encourage tenants to look out for a letter from the council.</li> <li>- Initiate a programme to collect fully permissioned email addresses for all council tenants.</li> </ul> </li> <li>• <u>Phase two:</u> <ul style="list-style-type: none"> <li>- Send a letter to all homes affected</li> <li>- Tenant Involvement wider activity</li> </ul> </li> <li>• <u>Phase three:</u> <ul style="list-style-type: none"> <li>- Send a letter to all homes that have not yet signed up, with instructions on how they can arrange a 1-2-1 with a Tenant Advocate/Champion.</li> <li>- Decarb training to the registered Tenant Advocates/Champions.</li> <li>- Digital media</li> </ul> </li> </ul>	<p>30/06/2022  31/03/2024</p>

		<ul style="list-style-type: none"> <li>- 1-2-1 sessions with undecided tenants via a zoom calls, or non-digital alternatives.</li> <li>• <u>Phase four:</u> <ul style="list-style-type: none"> <li>- Build the wider engagement team. Identify programme – advice, signposting, dropping leaflet etc.</li> </ul> </li> </ul>	
<b>4.0 - Antisocial behaviour</b>			
4.1 – Community Safety and Tenant Involvement to work together to carry out engagement work with tenants about ASB to better understand the feedback from the Tenant Survey and identify any improvements.	Liz Jones, ASBIT Manager	<p>Complete a programme of engagement with tenants on the subject of ASB</p> <p>Agree any changes in the Community Safety team from the learning and feedback</p>	<p>31/07/2022</p> <p>30/09/2022</p>
4.2 – Improve the Council's online ASB offering, with more information on support available and on what services the Council can provide.	Liz Jones, ASBIT Manager	Go live of new web pages	31/07/2022
4.3 - Implement the updated antisocial behaviour policy (November 2021) which focuses on the support and protection of victims of antisocial behaviour and has a positive impact on people with protected characteristics. For those suspected of causing antisocial behaviour, mental health is often a feature and the revised policy requires that officers identify where possible support needs of perpetrators and seek to address them in partnership with third sector and statutory partners.	Liz Jones, ASBIT Manager	Implement the policy in full	Ongoing
<b>5.0 Housing Services</b>			
5.1 - Deliver the service integration project, linking Housing, Communities and Community Safety functions, aiming to further improve how we bring our teams, our customers and our partners together to	Stephen Clarke, Head of Housing Services	<p>Complete and report on the locality based pilots</p> <p>Deliver the overall SIP project</p>	<p>31/03/2022</p> <p>31/03/2023</p>

deliver joined up services to residents of Oxford, including our tenants. This includes the objective to create locality teams made up of people from relevant services, who will work closely with our communities and partners to deliver cross-team solutions for customers in need.			
5.2 - Recruit additional resources for frontline housing management services, including Tenancy Management and Allocations to improve case work (subject to budget approval)	Bill Graves, Landlord Services Manager	Recruitment of new posts	30/04/2022  30/06/2022
5.3 - Commission an external review of how the council delivers its services to tenants as a landlord to inform our thinking.	Stephen Clarke, Head of Housing Services	Instruct an external consultant  Receive report	28/02/2022  30/05/2022

<b>Housing Revenue Account Capital Programme</b>				
<b><u>New Bids</u></b>				
<b><u>Planned Major Repairs</u></b>				
Adaptations for disabled	756,000	756,000	756,000	756,000
<b><u>Improvements</u></b>				
Structural	2,000,000	1,750,000	1,000,000	700,000
Controlled entry	133,000	133,000	133,000	133,000
Damp-proof works (K&B)	75,000	75,000	137,000	121,000
Doors and Windows	500,000	500,000	500,000	200,000
Extensions & Major Adaptions	735,000	290,000	290,000	250,000
Communal Areas	213,000	229,000	229,000	202,000
Lift replacements	125,000	125,000	125,000	125,000
Stock condition survey	195,000	195,000		
Renewal Fire Alarm Panels	102,000	102,000	102,000	102,000
<b><u>Regulatory</u></b>				
Kitchens & Bathrooms	1,300,000	1,450,000	3,055,000	2,739,000
Heating	2,352,000	2,393,000	2,393,000	2,167,000
Roofing	700,000	700,000	700,000	229,000
Electrics	695,000	723,000	723,000	723,000
Fire doors	1,500,000	580,000	580,000	580,000
<b><u>Estate Improvement</u></b>				
Great Estates: Estate Enhancements and Regeneration	1,109,000	1,163,000	1,163,000	1,163,000
Barton Regeneration				
BBL Regeneration	325,000	1,504,000	1,504,000	172,000
Major Refurbishment Masons Road	750,000	250,000		
<b><u>Future Programme</u></b>				
Properties purchased from OCHL	74,698,000	122,607,000	56,856,000	19,222,000
<b><u>Affordable Housing Development</u></b>				
Northfield Hostel	11,740,000	668,000		
Lanham Way	3,555,000	715,000		
Juniper	1,586,000			
Additional units	2,000,000	2,466,000		
East Oxford Development	2,813,000	5,593,000		
<b><u>Empty Properties</u></b>				
Major Voids	515,000	560,000	560,000	502,000
<b><u>Energy Efficiency Initiatives</u></b>				
Energy Efficiency Initiatives	1,985,000	2,000,000	2,000,000	2,750,000
<b>Total Housing Revenue Account Schemes</b>	<b>112,457,000</b>	<b>147,527,000</b>	<b>72,806,000</b>	<b>32,826,000</b>

	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>Total</b>
<b>Planned Major Repairs</b>					
Adaptations for disabled	756,000	756,000	756,000	756,000	<b>3,024,000</b>
<b>Improvements</b>					

Structural	2,000,000	1,750,000	1,000,000	700,000	
Controlled entry	133,000	133,000	133,000	133,000	
Damp-proof works (K&B)	75,000	75,000	137,000	121,000	
Doors and Windows	500,000	500,000	500,000	200,000	
Extensions & Major Adaptions	735,000	290,000	290,000	250,000	
Communal Areas	213,000	229,000	229,000	202,000	
Lift replacements	125,000	125,000	125,000	125,000	
Stock condition survey	195,000	195,000			
Renewal Fire Alarm Panels	102,000	102,000	102,000	102,000	
	<b>4,078,000</b>	<b>3,399,000</b>	<b>2,516,000</b>	<b>1,833,000</b>	<b>11,826,000</b>
<b>Regulatory</b>					
Kitchens & Bathrooms	1,300,000	1,450,000	3,055,000	2,739,000	
Heating	2,352,000	2,393,000	2,393,000	2,157,000	
Roofing	700,000	700,000	700,000	229,000	
Electrics	695,000	723,000	723,000	723,000	
Fire doors	1,500,000	580,000	580,000	580,000	
<b>Ω</b>	<b>6,547,000</b>	<b>5,846,000</b>	<b>7,451,000</b>	<b>6,428,000</b>	<b>26,272,000</b>
<b>Empty Properties</b>					
Major Voids	515,000	560,000	560,000	502,000	<b>2,137,000</b>
<b>Energy Efficiency Initiatives</b>					
Energy Efficiency Initiatives	1,985,000	2,000,000	2,000,000	2,750,000	<b>8,735,000</b>
TOTAL					<b>51,994,000</b>

Estate Improvement	2022-23	2023-24	2024-25	2025-26	Total
Great Estates: Estate Enhancements and Regeneration	1,109,000	1,163,000	1,163,000	1,163,000	4,598,000
Barton Regeneration					0
BBL Regeneration	325,000	1,504,000	1,504,000	172,000	3,505,000
Major Refurbishment Masons Road	750,000	250,000			1,000,000
	<b>2,184,000</b>	<b>2,917,000</b>	<b>2,667,000</b>	<b>1,335,000</b>	<b>9,103,000</b>