



Healthy Homes Project

Business Case

Project Sponsor	Nova Roberts
Project Manager	Sophie Lingard

Associated Programme	Housing, Wellbeing and Communities
Project Banding	B
PMO Approach	Directive
Sign-off Location	Prosperous Communities Committee
Sign-off Date	June 2024

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FINANCIAL IMPLICATIONS

Funding will be provided by the Department for Levelling Up, Housing and Communities (DLUHC). £130,000 will be received in the form of Section 31 grant payments. This funding is allocated to cover the lifetime of the programme and will be paid out in two equal amounts, in approximately May 2024 and October 2024.

**FIN
REF:**

CHANGE IMPACT ASSESSMENT

Change Impact Score:	Low risk
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DATA PROTECTION IMPLICATIONS

The service already has in place the relevant privacy notices to cover the type of work that is being proposed within this project. These will be reviewed and updated should it be necessary.

1.0 Executive Summary

Introduction

The Healthy Homes project will be led by the Department for Levelling Up, Housing and Communities (DLUHC) and run in collaboration with Department of Health and Social Care (DHSC) and the Department for Work and Pensions (DWP) to understand the impact of housing interventions on health and wider societal outcomes.

The project is focused on tackling damp and mould hazards and forms part of the Government's response following the tragic death of Awaab Ishak who was 2 years old when he died from prolonged exposure to mould in his home environment.

The Healthy Homes project is a randomised controlled trial, which divides participating local authorities into two groups:

- a 'treatment' group, which will implement the interventions
- a partially funded control group who will provide data but will not implement the interventions

West Lindsey are in the treatment group and will receive £130,000 to deliver initiatives targeted to damp and mould reporting and treatment in the Private Rented Sector (PRS) from May 2024. This will be received in the form of Section 31 grant payments.

Funding provided is allocated to cover the below areas:

- Resourcing
- Training and upskilling
- Communications and engagement
- Data collection and administration
- Supplementary Equipment

Due to short timescales to initiate the project, DLUHC are flexible to funding being allocated for beyond May 2025 (for example where authorities are recruiting to fixed term contracts).

Within Lincolnshire one other Local Authority (East Lindsey) has been selected as part of the treatment group and one has been selected as part of the control group

(Boston). A further Lincolnshire Local Authority was selected to engage in the project, however, chose not to participate due to resource constraints.

A discussion has already taken place with the authorities engaged in the project to look at where we can collaborate to increase benefits and ensure value for money. DLUHC will be seeking to set up a forum via a regulatory support network to ensure that best practice can be shared and efficiencies can be made.

A discussion has taken place with DLUHC regarding initiative cross over to other local authorities. WLDC will collaborate with neighbouring authorities and focus on localised initiatives where possible to reduce any impact to neighbouring authorities.

The Strategic Case

This project will support the below strategic aims set within our Corporate Plan, for Health and Wellbeing, Communities and Vulnerable Groups, and Quality Housing.

- Ensuring housing solutions provide choice and support independence.
- Improved standards of housing, community spaces and community facilities.
- Improve housing standards and take appropriate enforcement action where necessary.

The funding provided through the Healthy Homes Project and the initiatives set out in this business case will enable the council to explore different ways of working and to deploy new technologies and approaches to understand how the challenges within the PRS can be addressed.

The project will help to contribute towards addressing the findings within the recent Housing Enforcement Together 24 (T24) review including the opportunity to source additional tablets to support home inspections and additional support on data allocation and reporting. The project will also contribute to the delivery of an extended version of some of the actions agreed within the Council's Private Rented Sector Commitment.

The system-based opportunities that the project could provide will help inform the future approach within the service, including the CRM build in line with the service redesign in the T24 recommendations.

At a high level, WLDC propose to allocate the funding as set out below:

Activity	Allocation	Initiative/s	Cost
Resourcing	£45,000	Healthy Homes Project co-ordinator.(internal appt)	£3,750

		Tenant liaison and support officer/Administrative Support Officer	£20,000
		Additional inspecting resource	£20,000
Training and upskilling	£10,000	Officer damp and mould training (advanced)	£2,500
		Investigation training	£4,000
		Resident/Landlord/Tenant training on damp and mould	£2,500
Communications and engagement	£30,000	Targeted comms campaign across various events and medias raising awareness of risks of damp and mould.	£28,000
		Creation of a tenant's guide to renting to include existing damp and mould guide.	£2,000
Data collection and administration	£36,000	Administrative support for the project.	Included in Healthy Homes Project co-ordinator cost.
		Procurement of the "Inspector App" for a one-year period.	£20,000
Supplementary equipment	£9,000	Replacement of ageing damp meters	£1,500
		Additional technology (tablets) to assist with inspections.	£6,000
Total	£130,000	N/A	Est £111,500

Table 1: WLDC Proposed Allocation of Grant Payment for Healthy Homes Project

The timeline for delivery of initiatives can be found in the Business Case in Section 3.0 The Economic Case.

The Economic Case

The growth of Gainsborough is a key corporate priority for the Council and it is essential that alongside this the PRS properties are of good quality and that conditions within it are reviewed and improved. A strong PRS will help to boost the economy and will help to create further investment in the sector.

The Commercial Case

The Healthy Homes project will support the retention of landlords, through upskilling and engagement, and in turn have a positive impact on the local housing market.

House prices in some of the districts densely populated PRS areas are much lower than the national average and as a result do not lend themselves to being strong investments.

The Financial Case

Funding (£130,000) will be provided by DLUHC in the form of Section 31 grant payments. This funding is allocated to cover the lifetime of the programme and is expected to be paid out in two equal amounts, in approximately May 2024 and October 2024.

WLDC's commitment to seeking the required grant funding from the Government for the project was approved on 19th March 2024. The paper can be accessed [here](#).

The project will report to the Homes, Health and Wellbeing Programme Board including progress updates relating to allocation of funding. The Business Case will be shared with Management Team on 10th June 2024, and Prosperous Communities Committee on 9th July 2024 for approval of funding allocation.

The Management Case

The project will report to the Homes, Health and Wellbeing Programme Board with visibility of progress made at the Portfolio Board. A project team has been created, containing the required project resources which will routinely monitor progress in line with set objectives.

It is expected that council will report on set KPI's to DLUHC at the start and end of the project (May 24 and June 25). The full list of KPI's is provided in section 2.08 of the Business Case.

Project assurance will be ascertained through adherence with the Council's Project Management Office.

2.0 The Strategic Case

2.01 Vision Statement

The Healthy Homes Project will be run in collaboration with DHSC and DWP, and will enable the council to explore new ways of working and deploy new technologies and approaches to understand how the challenges PRS can be addressed effectively.

2.02 Project Description

The Healthy Homes project will be led by the Department for Levelling Up, Housing and Communities (DLUHC) and run in collaboration with Department of Health and Social Care (DHSC) and the Department for Work and Pensions (DWP) to

understand the impact of housing interventions on health and wider societal outcomes.

The project is focused on tackling damp and mould hazards and forms part of the Government's response following the tragic death of Awaab Ishak who was 2 years old when he died from prolonged exposure to mould in his home environment.

The Healthy Homes project is a randomised controlled trial. This approach divides participating local authorities into two groups: a 'treatment' group, which will implement the interventions, and a partially funded control group. Members of the control group will provide data but will not implement the interventions. West Lindsey are in the treatment group. DLUHC recognize that some interventions will reach residents in neighbouring authorities, and recommend that interventions be as localised as possible.

Within Lincolnshire one other Local Authority (East Lindsey) has been selected as part of the treatment group and one has been selected as part of the control group (Boston). A further Lincolnshire Local Authority was selected to engage in the project, however, chose not to due to resource constraints. A discussion has already taken place with the authorities engaged in the project to look at where we can collaborate to increase benefits and improve value for money. DLUHC will be seeking to set up a forum via one a regulatory support network to ensure that best practice can be shared and efficiencies can be made.

The project is required to be delivered in 24/25 and the Council will have £130,000 available to them to deliver it. There is some flexibility for when this funding is spent during this period, for example where there is a need to fund an additional resource on a fixed term contract and time is required to recruit.

Funding provided is allocated to cover the below areas:

- Resourcing
- Training and upskilling
- Communications and engagement
- Data collection and administration
- Supplementary Equipment

WLDC propose to allocate the funding in these areas as set out in Table 1.

DLUHC have confirmed that there is flexibility within the funding allocation, subject to it staying within the overall total. As a matter of course, any deviation from the funding allocation is being consulted upon with DLUHC to ensure there is an appropriate audit trail to support it.

West Lindsey District Council (WLDC) will be the lead organisation for delivering the interventions. The Government departments will provide oversight and will be sharing best practice across all the Local Authorities that are involved in the project, of which there are approximately 90.

2.03 Project Objectives

The expectation is that this project will:

- Support WLDC in tackling damp and mould hazards in private rented properties in the areas of greatest need.
- Build greater understanding regarding the impact on enforcement activity, when funding specific interventions in local authorities.
- Build an understanding of best practice in housing enforcement teams when it comes to damp and mould through sharing of best practice and outcomes.
- Assess the impact to benefit expenditure associated with non-decent housing in the private rented sector relative to the supplied funding.
- Evaluate the impact of better enforcement of damp and mould in the home on health outcomes.
- Increase awareness of the health impacts of damp and mould with landlords, and the implications of not dealing with it quickly.
- Build understanding of the effects that poor quality housing (damp and mould hazards) has on labour market activity.
- Build understanding of landlord behaviour as it pertains to repairs and maintenance (particularly with regards to damp and mould hazards).

2.04 Business Strategy Linkages

Corporate Plan

Theme	Strategic Aim	Strategic Objective
Our People	Health and Wellbeing	Ensuring housing solutions provide choice and support independence.
Our People	Communities and Vulnerable Groups	Improved standards of housing, community spaces and community facilities.
Our Place	Quality Housing	Improve housing standards and take appropriate enforcement action where necessary.

Table 2: Corporate Plan linkages

2.05 The Case for Change: the current state

The PRS has accounted for about one fifth of households in England since 2013-14 and makes up 4.6 million or 19% of households across the country. Throughout the 1980s and 1990s, the proportion of private rented households was steady at around 9% to 11%. While the sector has doubled in size since the early 2000s, the rate has remained around 19% or 20% since 2013-14.

The PRS also accounts for the highest number of households that do not meet the Decent Homes Standard or that have a home with HHSRS Category 1 Hazard or

that is damp.¹ It is also broadly accepted that improving the condition of and safety of housing contributes to the improved health and wellbeing of the persons residing within it.²

In January 2022, the Council's Stock Condition and Stressors Report³ identified a number of key features about the PRS in West Lindsey:

- There are circa 9,048 PRS dwellings which make up 20.4% of the overall housing stock, slightly higher than the national average.
- 6 out of 20 of the Council Ward areas have a higher percentage of PRS than the national average.
- 2,413 (27%) of PRS properties are likely to have a serious (Category 1, Housing Health and Safety Rating System (HHSRS)) hazard within them.
- PRS properties are disproportionately located across a few wards, being Gainsborough South-West, Gainsborough North, Market Rasen, Hemswell and Wold View.
- PRS properties have significantly higher levels of ASB incidents when compared to other tenures.

The Council averages around 200 property inspections per year and in 22/23, the Council ensured that 49 of the properties inspected had Category 1 Hazards removed. Alongside this, our inspections helped to ensure that a total of 130 properties within the PRS were improved. In achieving this the Council served 40 enforcement notices.

The Council has also delivered a specific, grant funded project relating to Minimum Energy Efficiency Standards (MEES) in the PRS, within which all known properties that did not meet the legal "E" Energy Performance Certificate requirement were addressed and brought up to standard using formal enforcement powers. Over 120 properties in the sector did not meet the minimum legal requirement.

As a result the Council has developed and agreed its Private Rented Sector Commitment, which was approved at its Prosperous Communities Committee in March 2024. This can be found [here](#).

Together 24 (T24) Review

High level findings of the Together 24 review into the Housing Enforcement Service found:

- Lack of easy visibility of team and officer tasks and workflow
- Limited reporting capability
- Lack of remote system access to support property visits
- Minor instances of data duplication
- Potential risk from management of 'difficult & dangerous property' insight

¹ English Housing Survey 21-22

² The role of homes and buildings in levelling up health and wellbeing
<https://commonslibrary.parliament.uk/research-briefings/cdp-2022-0170/>

³ Private Rented Sector: Housing Stock Condition and Stressors Report (January 2022)

The Housing Enforcement team currently make up 0.8% of Customer Service calls.

2.06 The Case for Change: the future state

Through the Healthy Homes Project in partnership with DLUHC, working collaboration with DHSC and the DWP, WLDC will be able to utilise funding to build our capacity and capabilities in relation to supporting damp and mould enforcement. WLDC will also have access to best practice and learnings to further develop our approach to housing interventions, supporting our strategic objectives.

The funding provides opportunity to source additional tablets to support home inspections following the T24 review. Additional support on data allocation and reporting also provides opportunity to support review findings relating data duplication and reporting capability.

Within the next 12 months there is expected to be widespread change within the PRS as the Government seeks to implement its Renters Reform Bill. This Bill will see a broad range of regulatory changes come into effect and will increase the powers given to Local Authorities.

The funding provided through the Healthy Homes Project and the initiatives set out below will enable the council to explore different ways of working and deploy new technologies and approaches to understand how the challenges within the PRS can be addressed. The project will also help in delivering an extended version of some of the actions agreed within the Council's Private Rented Sector Commitment.

The system-based opportunities that the project could provide will also be used to inform the future approach within the service regarding the CRM build.

Table 1 (Page 4) shows how WLDC propose to allocate the funding provided by DLUHC.

2.07 Programme Scope

In scope:

- Implementation and monitoring of interventions aimed at supporting damp and mould enforcement in relation to resourcing, training and upskilling, communications and engagement, data collection and administration, and supplementary equipment
- Testing the value for money of the various intervention options
- Evaluating the effectiveness of various interventions in reducing category 1 damp and mould hazards

- Testing societal benefits of reduced damp and mould hazards in the PRS (i.e., Health outcomes, ability for tenants to seek, maintain and progress employment, etc.); and,
- Testing pathways for multi-agency co-operation to target enforcement more effectively in LA enforcement teams.

Out of scope:

- Activities or interventions in this area which fall out of the funding timeframe (with the exception of where flexibility has previously been agreed by DLUHC including recruitment of a fixed term contract post)
- Any interventions which do not meet the requirements of the DLUHC funding framework

2.08 Benefits Management

It is expected that council will report on these KPI's at the start and end of the project (May 24 and June 25).

Associated KPI	Owner	Realisation Date
Number of service requests from tenants, landlords, healthcare providers & other	Andy Gray	June 2025
Number of service requests for which primary concern was damp or mould	Andy Gray	June 2025
Number of inspections (split into reactive and proactive)	Andy Gray	June 2025
Number of properties in which inspection identified Category 1 hazards (or combination of Category 1 and Category 2 hazards at bands D & E)	Andy Gray	June 2025
Number of properties in which inspection identified Category 2 hazards at bands D & E	Andy Gray	June 2025
Number of properties in which inspection identified Failure to meet DHS requirements	Andy Gray	June 2025
Number of properties in which inspection identified Combination of Category 1 and/or Category 2 hazards (bands D & E) and failures to meet DHS requirements	Andy Gray	June 2025
Number of properties in which inspection identified Number of properties where a category 1 damp and mould hazard is found	Andy Gray	June 2025
Number of properties in which inspection identified Number of properties where a category 2 damp and mould hazard is found	Andy Gray	June 2025
Number of improvement notices issued for HA04 breaches	Andy Gray	June 2025

Number of hazard awareness notices issued for HA04 breaches	Andy Gray	June 2025
Total number of properties remedied through enforcement notices	Andy Gray	June 2025
Number of hazards remedied through formal enforcement notices	Andy Gray	June 2025
Number of misc. case closure (e.g. lack of evidence, lack of cooperation)	Andy Gray	June 2025
Total value of civil penalties issued (<£1,000, £1000 - £5000, £5000+)	Andy Gray	June 2025
Number of civil penalties issued (<£1,000, £1000 - £5000, £5000+)	Andy Gray	June 2025
Number of visits requiring support intervention- specify interventions i.e. doc referral, social services etc	Andy Gray	June 2025
How many officers have undertaken enforcement related training in the last period?	Andy Gray	June 2025
How many officers require further training to enforce on damp and mould?	Andy Gray	June 2025
Number of FTE enforcement officers in enforcement team	Andy Gray	June 2025
Number of FTE posts in enforcement team	Andy Gray	June 2025
Number of FTE vacancies in enforcement team	Andy Gray	June 2025
Number of landlord / letting agent training sessions delivered	Andy Gray	June 2025
Number of separate landlord forums run	Andy Gray	June 2025

Table 3: Project benefits

2.09 Risk Management

The project has 20 risks. This includes 13 categorised as **amber** and 7 as **green**. A mitigation plan will be followed to address these risks, incorporating control measures and regular monitoring and reporting. The full Risk Register can be found in Appendix A.

2.10 Constraints

Time constraints.

The funding for the project is allocated for May 2024-June 2025. DLUHC have advised that the allocated funding which has not yet been fully used will not be retracted after this point for any rolling initiative (for example where there is requirement to recruit a new member of staff on a fixed term contract).

Financial constraints.

The project is limited to the £130,000 provided. This funding is allocated to cover the lifetime of the programme and is expected to be paid out in two equal amounts, in approximately May 2024 and October 2024. These will be made in the form of Section 31 grant payments.

The payment of the second tranche of funding (October 2024) will be subject to the Department agreeing that:

- Progress is being made against the outputs specified in this guidance, or that satisfactory reasons have been given where this is not the case;
- The activities undertaken are meeting the objectives of the Healthy Homes Project; and
- Local authorities are certifying that any expenditure from the Healthy Homes Project has been used for activities that support damp and mould enforcement.

Resources constraints.

There is provision within the funding guidance for “resourcing”, for which £45,000 has been allocated by WLDC. There are no restrictions on the roles which can be funded by the Council, provided they support the enforcement of damp and mould in PRS properties. It has been confirmed by DLUHC in a scoping session that project management or support officer type roles are eligible for funding.

A Change and Project Officer and Change Support Officer have been allocated to the project.

2.11 Programme Dependencies

There may be the potential for more calls to the Contact Centre, however currently Housing Enforcement team related calls make up only 0.8% of total calls to Customer Services. The communications campaign that will be included within the first phase of this project will generate additional contact with the Council, however the additional resources that can be deployed will be utilized to deal with this increase.

The project is not dependent on the CRM build for the Housing Enforcement team following the decommissioning of Flare, however there may be learnings from the project which can be taken forward in the build of CRM.

3.0 The Economic Case

3.01 Critical Success Factors

- Successful recruitment
- Reporting of KPI's to DLUHC in May and October, or as required
- Robust Change and Project Management

3.02 Project Tranche Structure

The project will be delivered through the five work packages which have been set out by the DLUHC. Initial focus will be on recruitment of required resource, and development and delivery of communication and engagement campaigns.

Initiative/s	Start	End	Inclusions
Internal resource sourced – Project Co-ordinator.	June 24	July 24	Source internal Project Co-Ordinator (additional duties for existing staff member)
Recruit tenant liaison and support officer/Administrative Support Officer and additional inspecting resource	August 24	November 24	Identify job description and recruit as needed.
Officer damp and mould training (advanced)	July 2024	June 2025	Sourcing and delivering training to Officers.
Resident/Landlord/Tenant training on damp and mould	July 2024	June 2025	Source and deliver training in line with Communications Plan.
Development of Change Management Plan	June 2024	July 2024	Use stakeholder and risk registers to build Change Plan in support of Communications Plan.
Development of Communications Plan.	June 2024	July 2024	Build Communications Plan to include: <ul style="list-style-type: none"> • Internal messages • Tenant’s guide • Advertising methods • Training for landlords/tenants • Social media platforms • Community events • Drop in’s for residents/ tenants/ landlords
Delivery of Communications Plan - Targeted comms campaign across various medias and events raising awareness of risks of damp and mould.	July 2024	June 2025	Collaboration with other Local Authorities. Delivery of Communications Plan.

Creation of a tenant's guide to renting to include existing damp and mould guide.	July 2024	August 2024	Internal resource sourced. Identify best practice. Collaboration with other Local Authorities.
Procurement of the "Inspector App" for a one-year period.	July 2024	July 2024	Purchase App.
Replacement of ageing damp meters	July 2024	July 2024	Purchase equipment.
Purchase additional technology (tablets) to assist with inspections.	July 2024	July 2024	Purchase tablets.

Table 4: Tranche structure

4.0 The Financial Case

The project is limited to the £130,000 provided. This funding is allocated to cover the lifetime of the programme and is expected to be paid out in two equal amounts, in approximately May 2024 and October 2024. These will be made in the form of Section 31 grant payments.

The project will report to the Homes, Health and Wellbeing Programme Board including progress updates relating to allocation of funding.

Discussions with DLUHC have already identified that there may be scope for the funding to be extended (but not increased) beyond this period, given the scope for certain staff contracts and ability to deliver within the timeframe.

4.01 Capital Expenditure

The council is allocating £9,000 of the £130,000 grant payment to supplementary equipment including replacement of aging damp meters and additional tablets to assist with inspections.

£ 20,000 of the grant payment will be used to purchase the 'Inspector App' for 1 year.

4.02 Financing Option

Option	Value	Comment
Capital projects	-	
Grant income	£130,000	Payments will be received in May and October in equal payments.
Reserves	-	

Option	Value	Comment
Borrowing	-	
Capital grant unapplied	-	
Section 106	-	
General fund balances	-	
Other	-	
	£130,000	

Table 5: Financing option

Revenue Implications of Project?

Yes

4.03 Revenue Implications

Revenue	2022/23	2023/24	2024/25	2025/26	2026/27
• Income	£-	£-	£130,000	£-	£-
• Expenditure					
• Capital Financing	£-	£-	£-	£-	£-

Table 6: Revenue implications

5.0 The Commercial Case

The Healthy Homes project will support the retention of landlords through upskilling and engagement, and improve the commercial viability of the district. The private rented housing market in the district is not commercially viable in some areas and works to improve it help to ensure that it can become viable in the future through an increase in property prices.

6.0 The Management Case

6.01 Stakeholder Management

Stakeholder	Profile		Levels of support	
	Current	Proposed	Current	Proposed
Management Team	1. Manage	1. Manage	4. Supportive	4. Supportive
Housing, Wellbeing and Communities Board	1. Manage	1. Manage	3. Neutral	4. Supportive

Portfolio Board	2. Satisfy	1. Manage	3. Neutral	4. Supportive
Enforcement Officers	3. Inform	3. Inform	4. Supportive	5. Leading
Internal Officers				
Tenants	3. Inform	3. Inform	1. Unaware	4. Supportive
Landlords	3. Inform	3. Inform	1. Unaware	4. Supportive
Comms Team	4. Monitor	2. Satisfy	1. Unaware	5. Leading
Residents	3. Inform	3. Inform	1. Unaware	4. Supportive
Systems Development	2. Satisfy	3. Inform	3. Neutral	4. Supportive
Customer Services	4. Monitor	4. Monitor	1. Unaware	4. Supportive
Members	2. Satisfy	1. Manage	4. Supportive	5. Leading
Blue Light Services	4. Monitor	3. Inform	1. Unaware	4. Supportive
DLUHC	1. Manage	1. Manage	5. Leading	4. Supportive
Adult Services (LCC)	4. Monitor	3. Inform	1. Unaware	4. Supportive
Children Services (LCC)	4. Monitor	3. Inform	1. Unaware	4. Supportive
VCS Providers	4. Monitor	3. Inform	1. Unaware	4. Supportive
Charitable Housing Providers	4. Monitor	3. Inform	1. Unaware	4. Supportive
Managing Agents	3. Inform	3. Inform	1. Unaware	4. Supportive
Accreditation Bodies	3. Inform	3. Inform	4. Supportive	4. Supportive
Town/Parish Councils	4. Monitor	3. Inform	1. Unaware	4. Supportive
HR/Recruitment	4. Monitor	2. Satisfy	1. Unaware	5. Leading
Internal Officer Project Co-Ordinator	2. Satisfy	1. Manage	4. Supportive	5. Leading
Other Community based teams	3. Inform	3. Inform	3. Neutral	4. Supportive
Officers	3. Inform	3. Inform	1. Unaware	4. Supportive
Neighbouring Local Authorities	4. Monitor	2. Satisfy	3. Neutral	4. Supportive

Table 7: Programme stakeholders

6.02 Programme Organisation

The project will report to the Homes, Health and Wellbeing Programme Board with visibility of progress made at the Portfolio Board. A project team will be created, containing the required project resources which will routinely monitor progress in line with set objectives.

6.03 Resource Management

Role		Officer
Project Sponsor	Accountable	Nova Roberts

Project Manager	Responsible	Sophie Lingard
Project Co-ordinator	Responsible	Emily Bond
Lead Officer	Responsible	Andy Gray
SME (Housing)	Responsible	Rebecca Ward
SME (Home Choices and Health)	Consulted	Sarah Elvin
Finance Business Partner	Consulted	Sarah Scully
Systems Development	Consulted	Dan Reason
Change Support Officer	Responsible	Tasha Mitcheson
Subject Matter Expert (Communications)	Consulted	Julie Health
SME (Operational delivery)	Consulted	Enforcement Officers

Table 8: Project resources

6.04 Project Quality Management

Project assurance will be ascertained through adherence with the Council's Project Management Office. An overview of the Quality Assurance activities is shown below which will be undertaken in accordance with affiliated WLDC Programme Governance Strategies. All programme information will be stored within the Council's Projects Office.

Monthly- Project update reports showing progress against project finances, risk management, open issues/change requests, project progress with supporting Highlight Reports.

Quarterly- Review of project risk management and stakeholder management registers.

Appendix

Appendix A – Risk Register

Risk	Likelihood	Impact	Rating
Lack of team capacity to deliver work (housing standards)	2. Possible	3. Major	High
Unable to recruit into new roles	2. Possible	3. Major	High
Lack of system capability to report on set KPI's	1. Hardly Ever	3. Major	Medium
Overlap with CRM build, various ongoing change, retention of staff / capacity	2. Possible	2. Minor	High
Unable to achieve work within allocated timescales due to internal governance requirements	3. Probable	3. Major	High

Risk	Likelihood	Impact	Rating
Lack of member buy-in	2. Possible	2. Minor	
Lack of skills to deliver elements of the work	2. Possible	3. Major	
Lack of tenant and landlord buy in	2. Possible	3. Major	
Knock on impact to other services (increase in demand for other services)	2. Possible	1. Negligible	
Increase in workload (as a result of increased reporting from residents and reporting requirements) (Housing standards)	4. Almost Certain	2. Minor	
Lack of understanding of WLDC's role	2. Possible	2. Minor	
Failed stakeholder engagement	2. Possible	3. Major	
Exceed allocated budget or spend outside of allocation	1. Hardly Ever	2. Minor	
No provision for future works (25/26) and lack of funding flexibility	2. Possible	1. Negligible	
Reputational risk of non delivery	2. Possible	2. Minor	
Expectations raised and then not continued to be met due to project ending	2. Possible	1. Negligible	
Branding/comms not aligned with other authorities	2. Possible	1. Negligible	
Team experiences change fatigue (housing standards)	3. Probable	2. Minor	
Legislation change (Renters Reform)	2. Possible	2. Minor	
Change in Government	3. Probable	1. Negligible	