

Housing, Homelessness and Fair Work Committee

10.00am, Tuesday, 9 May 2023

Damp, mould and condensation in Council homes update

Executive/routine Wards Council Commitments	Executive All
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1. Recommendations

- 1.1 It is recommended that Housing, Homelessness and Fair Work Committee notes:
 - 1.1.1 This update on dealing with damp, mould and condensation in Council homes;
 - 1.1.2 The improvement plan set out in Appendix 2 to address concerns about damp, mould and condensation in Council homes;
 - 1.1.3 That recruitment is underway to establish a dedicated Damp and Mould team to support delivery of the actions set out in the improvement plan; and
 - 1.1.4 That an update report will be presented to Committee in October 2023, with a Business Bulletin update on progress in August 2023.
- 1.2 It is also recommended that Committee agrees to discharge the actions requested by the Council and by Housing, Homelessness and Fair Work Committee, as set out in Section 3 of this report.

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Damp, mould and condensation in Council homes update

2. Executive Summary

- 2.1 This report provides an update on the Council's current approach to dealing with damp, mould and condensation in Council homes and sets out the changes being implemented to improve the response to reports of these issues. The improvements planned put tenants' health and wellbeing at the centre of the process.

3. Background

- 3.1 On [3 June 2021](#), a report to Housing, Homelessness and Fair Work Committee set out a new process that had been developed to manage issues of dampness, mould and condensation in Council homes. This process is attached as Appendix 1.
- 3.2 The new process aimed to deliver on a range of objectives including:
- 3.2.1 Improving communication;
 - 3.2.2 Providing a direct point of contact for customers;
 - 3.2.3 Undertaking a survey for every reported case;
 - 3.2.4 Increased sense of ownership; and
 - 3.2.5 All issues resolved to the tenant's satisfaction.
- 3.3 On [20 January 2022](#), an update on a review that had been undertaken of the new process was presented. The review identified that while some aspects of the new process had been embedded, including the completion of a survey for every report, there were a number of areas that required to be addressed to enable the process to be rolled out in full. The key pressure was around capacity, particularly as reports of damp and mould were increasing and the end to end process was resource intensive at a time when resources were under significant pressure, both internally and amongst contractors.
- 3.4 The review identified a number of recommendations including:
- 3.4.1 Recruitment of an additional qualified dampness surveyor;

- 3.4.2 Administrative support for the officers managing the cases, with a focus on improving the communications with tenants. This includes preparing and issuing comprehensive letters in a timely manner;
 - 3.4.3 Changeworks referral built in earlier in the process to reinforce the advice and information that is available to all tenants through the Energy Advice Service;
 - 3.4.4 Enhanced contract management to improve performance and productivity in cases where sub-contractors are deployed; and
 - 3.4.5 Review of training and support requirements for staff involved in dealing with cases of dampness, condensation and mould.
- 3.5 In response to the recommendations made in January 2022, an additional damp, mould and condensation Surveyor was recruited and started in September 2022. Two Responsive Team Leaders were re-aligned to create two dedicated Damp, Mould and Condensation Team Leaders. The dedicated team of four, two Team Leaders and two Surveyors were split across the city, one pair is responsible for the West of the city and the other pair is responsible for the East of the city. This has led to improved contract management, tenant communication and technical support for colleagues who have any damp, mould or condensation specific queries.
- 3.6 Following the publication of the coroner's report into the tragic death of two year old Awaab Ishak in Rochdale in December 2020, the Scottish Housing Regulator wrote to all social landlords on [1 December 2022](#) with advice on the importance of timely and effective action on damp and mould for tenant safety. The letter asked, "*all governing bodies and committees to consider the systems they have in place to ensure their tenants' homes are not affected by mould and dampness and that they have appropriate, proactive systems to identify and deal with any reported cases of mould and damp timeously and effectively.*"
- 3.7 On 21 February 2023, "[Putting Safety First](#): a briefing note on damp and mould for social housing practitioners" was published jointly by Association of Local Authority Chief Housing Officers (ALACHO), Chartered Institute of Housing (CIH), Scottish Federation of Housing Associations (SFHA) and the Scottish Housing Regulator (SHR).
- 3.8 On [23 February 2023](#), the Council approved the Housing Revenue Account (HRA) Budget Strategy 2023/24 – 2032/33. The motion presented recognised that the proposed rent increase could be used to further tackle problems of mould and damp by establishing a team to conduct in-depth surveys of the level of damp and mould in the Council's housing stock and to prioritise remedial action, with the exact spend to be determined following a report to Committee in two cycles.
- 3.9 At its meeting on [9 March 2023](#), Committee considered an update on the Housing Service Improvement Plan (HSIP). This report included a brief update on a project to install damp sensors into 500 Council homes and committed to a report providing an update on this project and more broadly on how the Council is managing damp, mould and condensation in Council homes in one cycle.

- 3.10 Committee also approved a motion by Councillor Campbell and an Addendum by Councillor Meagher. The motion requested an update that sets out the current processes, details of current performance, and an update on actions agreed at the Housing, Homelessness and Fair Work Committee on [20 January 2022](#). This update was also requested to provide details of a new decant process that takes account of tenants' health and wellbeing, a heat map of damp and mould cases across the city and details of how data can be used to inform the capital programme and stock condition survey. The approved addendum requested a plan be developed to improve the response to the way the Council deals with damp and mould with a commitment to establish an in-house dampness team with the recruitment of additional resources.

4. Main report

- 4.1 Tackling the problem of damp, mould and condensation in Council homes is an absolute priority. The tragic death of Awaab Ishak in December 2020 has brought greater awareness than ever before of the serious impact the presence of damp and mould can have on the health of the residents in their home. It is imperative that the Council continues to put the health and wellbeing of tenants at the heart of everything it does and that preventative approaches are prioritised to achieve this.

Reporting damp mould and condensation

- 4.2 The number of tenants reporting problems with damp, mould and condensation in their homes has increased noticeably since October 2022. Some of this increase is seasonal, due to adverse weather conditions in the winter months, but the heightened awareness of the impact on health has undoubtedly also contributed to this.
- 4.3 Another contributory factor is thought to be the cost of living crisis, with tenants understandably being worried about the costs of heating their homes. This also impacts on tenants feeling concerned about switching on ventilation fans and opening windows and vents to allow air to circulate.
- 4.4 This increase in reporting from tenants is welcomed. Reports from tenants, as well as other steps being taken to gather a picture of the condition the Council's housing stock (through the stock condition survey currently underway), is essential to provide a clear understanding of the scale of the problem and to enable action to be taken.

Service performance 2022/23

- 4.5 A breakdown of performance is provided in Appendix 3, broken down by ward. This shows that cases are being reported across all wards, broadly proportionate with the percentage of Council housing stock in those wards. However, it does show that the highest number of reported damp and mould cases is in the Forth ward (17.7% of all surveys) followed by Pentland Hills (13.5%) then Liberton/Gilmerton (12.3%). These are the three wards in the city with the highest number of Council tenancies, however the number of cases in the Forth ward is disproportionately higher than the percentage of all stock in this ward (with 12.4% of all Council tenancies in the city).

- 4.6 A sample of 341 surveys completed between December 2022 and March 2023 was used to identify the root causes of the presence of damp and mould. A breakdown of the root causes from those surveys shows:
- Ventilation – 159 (47%);
 - Water leak – 115 (34%);
 - Gutter / downpipes – 30 (9%);
 - Fabric defects – 22 (6%); and
 - Damp proof course – 15 (4%).
- 4.7 The motion approved on 9 March 2023 requested a heat map showing where cases are arising. It has not been technically possible to produce a visual map plotting where all the cases in the city have been reported. However, analysis of the same sample of reports between December 2022 and March 2023 show that the areas in each Locality with the highest number of reports were Niddrie in the North East Locality, Granton in North West, Oxbgangs and Dumbryden / Murrayburn in South West and Burdiehouse / Southhouse in South East. There was no particular trend of the root cause identified in these samples, with the source of the problem broadly corresponding with the citywide sample shown in paragraph 4.6. Officers are working on more detailed analysis of where cases are arising and common root causes, in particular geographical areas or house types, but there are cases reported in both multi storey and low rise blocks.
- 4.8 While average service performance in 2022/23 for surveys and completion of works respectively is 19.7 days and 41.7 days, the time taken to respond has increased in recent months due to the increase in demand and resource shortages. Currently the average time to complete a survey (at April 2023) is four to six weeks, and to complete dampness works is 56 days. Steps are being taken to make interim changes to the process and to secure additional resources to address this.

Process

- 4.9 As noted in paragraph 3.4, a number of the recommendations were made in January 2022 to improve the Council's response to the processes for dealing with reports of damp and mould in Council homes.
- 4.10 Some of these actions have been progressed, including the recruitment of an additional Preservation Surveyor and an increase in capacity to support contract management and tenant communications with the addition of a further Team Leader. However, resources have continued to be an issue and insufficient capacity has meant that it has not been possible to fully roll out the tenant communications improvements set out in the process or to carry out the review of training for all staff. Training has been prioritised for staff directly involved in dealing with damp and mould.
- 4.11 Recognising the importance of addressing that the remaining improvements, Appendix 1 has been updated with the steps which are being taken to address these gaps and other actions taken in April 2023. These gaps will be further

addressed through the improvement plan and, critically, through the recruitment of additional resources.

- 4.12 Since the process was developed in June 2021, a number of other challenges and lessons learned have emerged, including:
- 4.12.1 The commitment to carry out a preservation survey as the first action following every report has affected the timeliness of the Council's initial response as volumes of requests increase as this has put pressures on the surveying capacity, particularly since October 2022;
 - 4.12.2 While an additional Preservation Surveyor was successfully recruited in late 2022, this increase in in-house capacity has not been sufficient to deal with the significant increase in requests for surveys and contractors have reported difficulties in recruiting surveyors to meet demand;
 - 4.12.3 This delay in surveys being completed has meant that, in some cases, the opportunity to take early action to identify cases where there are health vulnerabilities and a decant to another property may have been recommended have been missed;
 - 4.12.4 In some cases, repeat visits are made to the same tenancy to identify all the root causes. The most common reason for this is that there are often multiple issues contributing to the problem and the surveyors do not have access to the right tools (to carry out intrusive works) or are unable to gain access to the roof space/external roof;
 - 4.12.5 All remedial works related to addressing dampness and mould are currently contracted out to external contractors. However, the current contracts in place with the preservation contractors only include internal works. Where external works are also required, multi trade contractors are deployed leading to longer end to end timescales for full completion of the works required; and
 - 4.12.6 More generally, contractors are experiencing difficulties with capacity and securing the resources needed to carry out surveys and repairs. A procurement exercise was carried out in February 2023 to identify additional contractors to support dampness work but there was no interest from the market. This has made it exceptionally difficult to deliver the quality and responsiveness required and has impacted significantly on service levels. A further attempt to procure additional contractors is being repeated in April / May 2023.

Improvement plan

- 4.13 An improvement plan has been developed and is attached as Appendix 2. This comprehensive plan has been structured around the briefing note "*Putting Safety First: a briefing note on damp and mould for social housing practitioners,*" using the headings within that document to ensure that the Council is responding to all of the guidance and recommendations.

- 4.14 An officer working group has been set up to take forward the actions and oversee implementation of the improvement plan.
- 4.15 The key outcomes to be delivered through this improvement plan are:
 - 4.15.1 Earlier identification of cases where immediate action is required to reduce the risks of the presence of damp and mould being presented to the household, with access to advice from Public Health colleagues where required. Consideration will be given to the make up of the household and any health vulnerabilities to prioritise cases where decants may be required;
 - 4.15.2 Quicker and more comprehensive identification of all the root causes, with fewer repeat visits to the tenancy by surveyors and contractors;
 - 4.15.3 More work carried out in house, with a full surveying team eventually carrying out all surveys and smaller scale remedial works carried out by the Council's in-house team;
 - 4.15.4 Improved, informed, empathetic communication with tenants with highly trained staff who are empowered to take early action, make appropriate referrals and monitor cases through from end to end, maintaining contact with tenants throughout;
 - 4.15.5 A better approach to how more extensive work is carried out, with contracts in place with contractors who will carry out all works required in the tenancy (both internal and external);
 - 4.15.6 Adoption of a "best practice" approach in how damp and mould is treated, researching products that are available to effectively remove, treat and prevent of mould, and better use of technology; and
 - 4.15.7 Better recording of information relating to damp and mould cases and improved use of that data to inform future investment in the housing stock.
- 4.16 As part of the improvement plan, the process will be reviewed and updated to ensure these outcomes can be fully met. In the interim, a number of measures have been put in place to improve the current response:
 - 4.16.1 Improvements have been made to the pro-forma that is used to capture the initial report from the tenant to gather more information to assist with prioritisation of cases;
 - 4.16.2 A weekly meeting is held in each Locality to review all new reports and determine next steps for each case. This enables earlier identification of potential decants or other immediate actions;
 - 4.16.3 An additional officer has joined the team to provide support for tenant communications; and
 - 4.16.4 A link has been established with colleagues in Public Health to provide professional input on individual cases where required.
- 4.17 In addition, the Council will now install new ventilation in all void properties as standard. Upgrading ventilation is one way of helping tenants to manage levels of

moisture in their homes and it is prudent to take the opportunity to do this before letting the property to new tenants. Officers are currently reviewing the standard for void properties before re-letting and will consider any other positive steps that can be taken (through the void process) to make further improvements to reduce the risk of damp and mould occurring in the home.

Damp and Mould team

- 4.18 The review of the Council's approach to dealing with damp and mould has highlighted the need for additional resources to support the processes required to prevent and, where issues are reported, to take swift action to address the root cause.
- 4.19 To ensure that the new process is fully embedded and all tenants experience a high quality, person centred service that considers their health and wellbeing as a priority, it is proposed to increase the number of posts within this team.
- 4.20 The current team of five includes Preservation Surveyors, Team Leaders and a Support Officer. The proposed structure increases the number of posts within the team and will:
 - 4.21.1 Increase management support for the team, with leadership from a qualified surveyor;
 - 4.21.2 Increase capacity and volume of surveys being carried out in-house, with the intention of removing all dependency on external contractors for surveys over time;
 - 4.21.3 Introduce dedicated Housing Officers to act as first point of contact for tenants, to carry out the initial triage to determine initial response and to support sensitive and effective communications with tenants;
 - 4.21.4 Introduce a multi trade team to carry out some remedial works in-house and provide a quick response that surveyors can call on to support more invasive inspections when required; and
 - 4.21.5 Create a team of labourers who can provide a quick remedial response for urgent cases by removal and initial treatment of mould to mitigate the immediate risk of presence of mould.
- 4.21 Recruitment has proven to be challenging for many posts across the Council and failure to fill these roles is a key risk to being able to deliver the required improvements. However, recruitment is underway and filling of these roles will be prioritised above vacancies elsewhere in the service as suitable candidates are identified. Work is also underway as part of the HSIP to look at different approaches to recruitment, promoting the Council as an employer, and building the apprenticeship programme within the service.

Damp sensors – pilot project

- 4.22 A key priority moving forward is to take a more proactive approach to reducing the risk of damp and mould before it becomes a risk for our tenants.

- 4.23 Work is well underway to deploy environmental sensors in 500 council homes as part of a pilot project. The aim of the project is to alert the Damp and Mould team where homes are showing readings above the normal tolerance. This will trigger contact with the tenant to discuss the best course of action to prevent mould, damp or condensation.
- 4.24 Deployment is progressing across the city to deploy sensors in void properties as part of the works required to return them to be let to new tenants. Full deployment across 500 properties is expected to be complete by end of June 2023.
- 4.25 Officers will also engage with tenants who have previously experienced damp and mould to seek their agreement to deploy sensors in their homes to identify any recurrence before it becomes a problem.
- 4.26 Following the final sensor installation, an evaluation on the quality of the data being captured will be carried out before making recommendations on the future of the pilot and whether this should be rolled out further across the Council stock.
- 4.27 Officers will arrange a briefing for Committee after the summer recess on the findings of the data from these sensors.

Capital investment programme and stock condition surveys

- 4.28 The wider Housing Capital Investment Programme will also seek to address damp and mould issues through a fabric first approach. The holistic design of the whole house retrofit (WHR) programme means that air tightness is considered alongside adequate ventilation to ensure homes are breathable. The programme will also look to design out poor building performance that leads to damp and mould (such as thermal bridges and cold spots). However, it is acknowledged that the WHR programme is a long-term investment programme.
- 4.29 Aligned with the WHR programme are the stock condition surveys currently underway which will help to identify defects and improvements that may indicate water ingress problems (from the roof, gutters and / or downpipes, and harling defects) and therefore potentially dampness and mould issues. As these issues are identified, a rolling capital programme for remedial interim repairs will be carried out. Importantly, properties identified for urgent repair through the stock condition survey will also be cross referenced with properties that have been referred to the dampness surveyors to ensure there is joined up working. Also, if the dampness surveyors identify clusters of damp and mould referrals in a particular area, the stock condition programme can be rerouted to carry out external surveys to determine if defects are present.
- 4.30 To implement this moving forward, the low-rise condition survey reports will provide a priority listing with the completed surveys uploaded into the new asset management system which will utilise a detailed scenario planning tool that can run reports to detail out a programme of work and budget costs for doing so. The asset management system has been integrated into NEC (formerly Northgate) which is expected to be able to begin running reports in summer 2023. Stock condition information will be baselined against areas with a high percentage of homes in the most deprived areas, areas with a high percentage of Council homes in mixed

tenure blocks, low Energy Efficiency in Social Housing (ESSH2) compliance, and repairs information (prioritising damp and mould related repairs) to collectively inform the strategic approach that will sit behind the wider WHR programme.

5. Next Steps

- 5.1 The implementation of the improvement plan will be taken forward by the officer working group and progress will be reported to Committee in a Business Bulletin update in August 2023 and a progress report in October 2023.
- 5.2 The recruitment of the additional resources to form the enhanced Damp and Mould team is underway and filling of these posts will be prioritised amongst other vacancy recruitment.

6. Financial impact

- 6.1 The remedial work to carry out repairs and investment to address damp and mould in Council tenants' homes will be managed within the respective HRA revenue and capital budgets.
- 6.2 The HRA Business Plan is reviewed annually and will take account of these changes. The HRA capital programme is planned over five years with opportunity to bring forward investment if required to deliver capital works to address dampness and mould.

7. Stakeholder/Community Impact

- 7.1 The improvement plan has been developed based on input from a wide range of officers and informed by the experience of tenants, based on analysis of complaints received.
- 7.2 In addition to monitoring complaints, a new customer satisfaction system, CX Feedback, will be implemented later in 2023. This will allow the Council to engage with tenants throughout the tenant's journey of a repair and we will be able to carry out targeted surveys amongst, for example, tenants who have had damp and mould repairs carried out or tenants in specific geographical areas.
- 7.3 Engagement with Edinburgh Tenants Federation will be carried out to invite views on the updated process and a tenants focus group will be developed to inform the ongoing review and development of the process moving forward.

8. Background reading/external references

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – Dampness process (June 2021) with updated actions.
- 9.2 Appendix 2 – Dampness, Preservation and Mould Service Improvement Plan.
- 9.3 Appendix 3 – Performance information 2022/23.

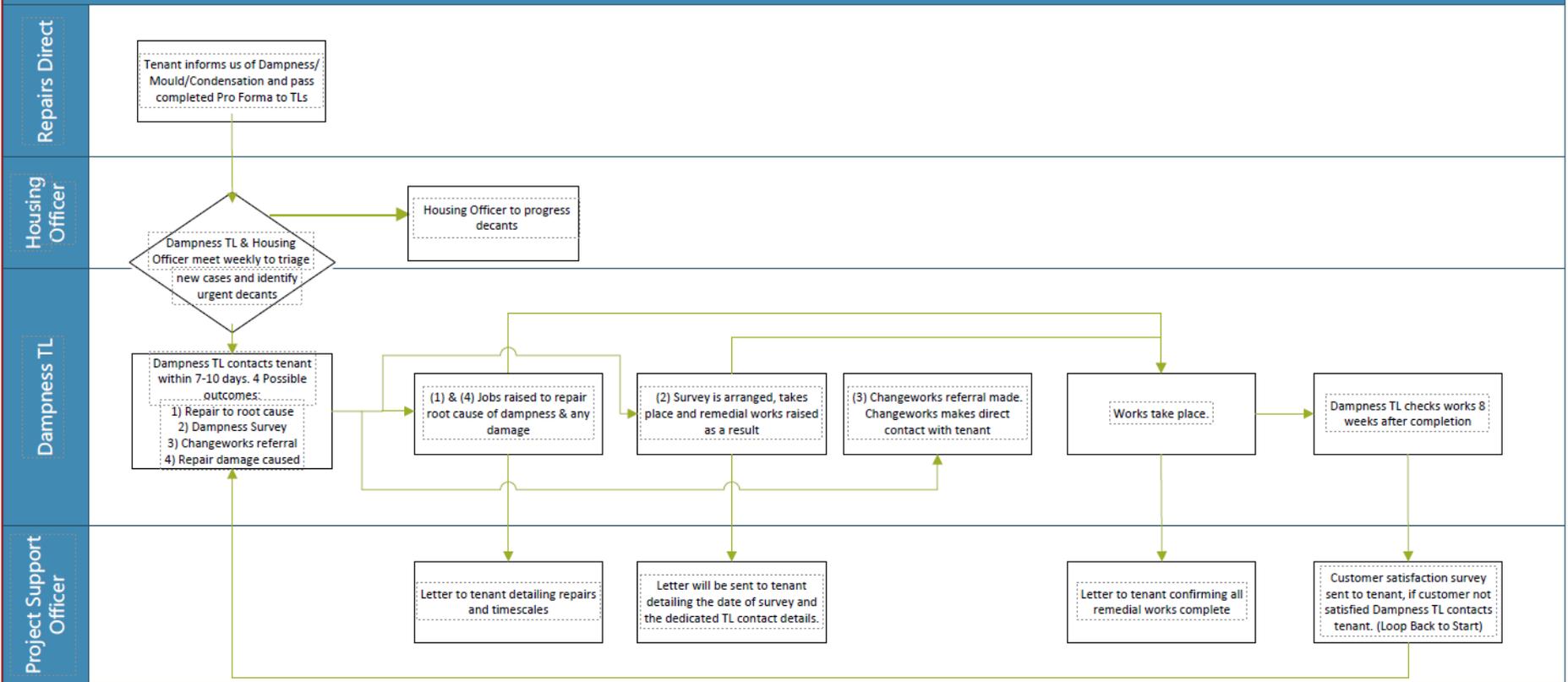
Appendix 1 - Dampness process (June 2021) with updated actions

This note sets out the steps in the process designed in June 2021 and actions implemented in April 2023 to improve on the delivery of the process pending a further process review.

Process Step	Process designed in June 2021	Interim actions implemented - April 2023
Step 1	Tenant reports dampness, mould or condensation to Repairs Direct. A pro-forma has been developed to ensure key information is captured.	Pro forma updated to ask additional relevant questions to help triage cases more effectively.
Step 2	Appointment raised for survey for all reported cases of dampness, mould and condensation cases. Locality team leader to be named as the point of contact for the report.	Noted that letters to tenants have not been routinely issued. Additional resources allocated to support preparation of letters to tenants, with survey date, and dedicated Dampness Team Leader contact name and number.
NEW STEP 3		Dampness and Locality Team Leaders meet weekly to assess new cases and determine if any action needs to take place prior to the survey. This will include early identification of potential requirements for decants.
Step 4	Survey carried out by in-house surveyor or specialist sub-contractor (both follow the same process). The target timescale for a survey to be carried out is 21 days from date of request.	To reduce waiting time for dampness surveys the following actions have been taken: <ul style="list-style-type: none"> • Seeking to procure additional contractors. Although an initial round failed, second attempt with change in pricing structure to be progressed. • Agency instructed to seek dampness / preservation surveyors on a temporary basis (up to 6 months initially). • Contact made with contractors on Professional Services Framework to discuss how current resources may be temporarily allocated to Housing Services.
Step 5	The team leader will review the survey report and will contact the tenant to check if any additional assistance or information is required before works are progressed. They will then arrange suitable appointments for all necessary work to be carried out, including anti-fungal treatments and painting where required. If a decant is required at this stage, the team leader will liaise with the Housing Officer.	
Step 6	The tenant will be contacted in writing to confirm the outcome of the survey, the next steps and timescales for any required works to be carried out. This communication will also include information on steps the household can take to help ensure the long-term effectiveness of repairs. Tenants will also be offered a referral through their housing officer to the Energy Advice Service (EAS) through Changeworks. The EAS can offer further advice on making the home more energy efficient, reducing energy use	

Process Step	Process designed in June 2021	Interim actions implemented - April 2023
	and costs, and advice to help reduce moisture within the home.	
Step 7	The team leader will ensure all work takes place as arranged, taking account of individual circumstances and any additional support required for the tenant. An inspection of all works will be carried out following completion.	
Step 8	A follow up inspection will be scheduled for eight weeks after the repair to ensure they have resolved the issue. If the issue has been resolved, no further action is required.	<p data-bbox="900 490 1506 548">Noted that letters to tenants have not been routinely issued.</p> <p data-bbox="900 584 1506 714">Additional resources allocated to support preparation of letter informing tenants that all works are completed along with advice and support given by Changeworks.</p>
Step 9	If the works have not fully resolved the issue, the team leader will carry out further investigation to ensure the issue is resolved. Step 7 would be repeated to ensure the issue is resolved.	

Step-By-Step Dampness Reporting Process



DAMPNESS, PRESERVATION AND MOULD SERVICE IMPROVEMENT PLAN

RAG status key

Red (R) = Overdue

Amber (A) = At risk

Green (G) = On track

Blue (B) = Not yet started

Black (Bk) = Complete

1. ASSURANCE

	Action	Start Date	Estimated completion date	Actual Completion Date	RAG Status
1.1	Agree all roles, responsibilities and document within operating procedure	22/02/23	28/06/23		G
1.2	Set up quality standards and checkpoints for the process	01/04/23	30/05/23		G
1.3	Set up quality assurance on a quarterly / annual basis, in addition to current Compliance audits	01/06/23	01/09/23		B
1.4	Implement a risk based and informed interim process using early intervention approach to include: <ul style="list-style-type: none"> • connections with other services (Housing Officers/Changeworks/Advice Shop) • following up on each new case with tenants • dealing with repeat cases of dampness and mould in the same property • dealing with condensation levels where no dampness or mould is detected • Incorporation of site visits to assess tenant concerns and subcontractor quality of works 	22/02/23	30/05/23		G
1.5	Agree and recruit dedicated, competent resources for damp, mould and condensation to meet demand	01/03/23	01/07/23		G

2. TAKING A PROFESSIONAL APPROACH

	Action	Start Date	Estimated completion date	Actual Completion Date	RAG Status
2.1	Research best practice for social landlord property management to dampness, mould and condensation	27/02/23	30/06/23		G

2.2	Establish links with NHS and Environmental Health to ensure appropriate guidance is available for officers to support decision making	23/02/23	12/06/23		G
2.3	Review Housing Ombudsman's report to confirm CEC process takes account of recommendations and incorporate ALACHO masterclass themes from for managing dampness, mould and condensation to become best practice	03/03/23	30/04/23	28/04/23	Bk
2.4	Include early intervention step within the process immediately	22/02/23	04/04/23	20/03/23	Bk
2.5	Review and amend process according to research and best practice	03/03/23	30/06/23		G

3. IDENTIFYING THE PROBLEM

	Action	Start Date	Estimated completion date	Actual Completion Date	RAG Status
3.1	BEING PROACTIVE				
3.1.1	Take action to improve speed of initial response when dampness is reported: <ul style="list-style-type: none"> Procure more contractors Review internal surveyor capacity – different way of working, reduce checks Review Contractor performance and take appropriate action of not meeting KPI's 	20/02/23 22/03/23 20/02/23	30/05/23 30/05/23 30/05/23		G
3.1.2	Develop system to include and record dampness visual inspections within homes when operatives/Housing Officers make home visits	19/06/23	04/09/23		B
3.2	ENCOURAGE TENANTS TO RAISE CONCERNS				
3.2.1	Review existing template used to capture information at the point of reporting. Review questions asked by Repairs Direct when tenant raises concern to get best outcome	13/03/23	10/05/23		G
3.2.2	Carry out workshop with tenants to review the new process to ensure it meets their needs	01/06/23	30/06/23		B
3.3	HOW TO RESPOND				
3.3.1	Review Changeworks contract capacity and KPI's	13/03/23	01/05/23		G
3.3.2	Comms team to provide wording/tone guidance for lettering, email and contact points of process	01/12/22	30/04/23	28/04/23	Bk
3.4	FOCUS ON ROOT CAUSE				
3.4.1	Ensure that person carrying out initial inspection has the skills, knowledge and experience to identify root cause of dampness, mould or condensation	03/04/23	24/04/23	17/04/23	Bk
3.4.2	Lettable standard for empty homes to be reviewed to include works which will reduce risk of damp, mould or condensation	04/04/23	30/05/23		G
3.5	FOLLOW UP				
3.5.1	Introduce automated system to gather customer satisfaction feedback	01/06/23	01/08/23		B

4. DATA MANAGEMENT

	Action	Start date	Estimated completion date	Actual Completion Date	RAG Status
4.1	RECORD KEEPING				
4.1.1	Develop approach to ensure data is used to inform operational procedures and future investment plans: <ul style="list-style-type: none"> Business as usual and ongoing continuous improvement For future Capital investment and HRA 10/20/30 yr plans 	07/08/23 07/08/23	25/09/23 25/09/23		B B
4.1.2	Set up system so stock condition survey data can inform capital programme priority in terms of minimising risk of damp, mould or condensation	04/04/23	01/07/23		G
4.1.3	Set up system to track progress of dampness cases	01/02/23	30/04/23	28/04/23	Bk
4.2	SET THE RIGHT TARGETS				
4.2.1	Set KPIs for the new process	01/06/23	01/07/23		B
4.2.2	Monthly review of internal resource performance to be set up as BAU	27/02/23	30/05/23		G
4.2.3	Monthly review of contract management performance to be set up as BAU	27/02/23	30/05/23		G
4.2.4	Establish weekly triage meeting with all dampness operational and housing teams	13/03/23	26/04/23	13/04/23	Bk
4.2.5	Monthly performance and compliance reporting to be set up – Consider Power BI	03/04/23	24/06/23		G

5. COMMUNICATION INTERNALLY/ EXTERNALLY

	Action	Start date	Estimated completion date	Actual Completion Date	RAG Status
5.1	Review guidance information for tenants and update including web, posters etc.	24/03/23	16/6/23		G
5.2	Analyse self-service usage template to report dampness within the home and set up tenants working groups to establish how it can be improved	03/07/23	21/8/23		B
5.3	Develop communications plan to raise awareness with tenants	24/03/23	19/06/23		G
5.4	Set up annual in-house team planning with service managers and dampness team	12/06/23	03/07/23		B
5.5	Improve dampness survey reports including tone and language	10/04/23	10/06/23		G

6. RESPONDING TO COMPLAINTS AND DISREPAIR CLAIMS

	Action	Start Date	Estimated Completion Date	Actual completion date	RAG Status
6.1	COMPLAINTS				
6.1.2	Resolution Team to review how dampness complaints are managed and make changes if required	15/04/23	15/05/23		G
6.2	LEARNING FROM COMPLAINTS				
6.2.1	Resolution Team to analyse what is causing the complaints	03/04/23	17/05/23		G
6.2.2	Tenant focus group to find out what we need to do differently / better	05/04/23	30/06/23		G
6.2.3	Implement Customer Feedback system to capture customer satisfaction	01/03/23	01/08/23		G

7. SKILLS, TRAINING AND COACHING

	Action	Start Date	Estimated Completion Date	Actual completion date	RAG Status
7.1	Set up and deliver training plan for all for next 12 months, including new products, process, behaviours, customer care	27/03/23	24/06/23		G
7.2	Include dampness, mould and condensation work within the complementary skilling project	01/05/23	04/09/23		B
7.3	Site visits to be re positioned as part of a Quality Management System	08/05/23	05/07/23		B
7.4	Guidance to be provided on appropriately signposting tenants to other support and advice	13/03/23	17/06/23		G
7.5	Guidance to be provided on how to recognise and support vulnerable tenants	13/03/23	17/06/23		G
7.6	Organise Coaching for Team Leaders on Contract Management	30/03/23	17/06/23		G
7.7	Housing Officer coaching/training to assist with spotting potential increased risk of dampness – fuel poverty etc.	27/03/23	30/06/23		G
7.8	Up skill Craft Operatives on damp, mould and condensation repairs	01/04/23	01/12/23		G

8. SERVICE INNOVATION AND TECHNOLOGY

	Action	Start Date	Estimated Completion Date	Actual completion date	RAG Status
8.1	Smart City – dampness sensor pilot installation	01/02/23	30/06/23		G
8.2	Smart City Pilot evaluate success	01/06/23	28/08/23		B
8.3	Smart City – decision required if pilot is to progress to Business As Usual – Business case written	29/08/23	25/10/23		B
8.4	Automation of dampness survey results into work orders	01/08/23	29/09/23		B

9. TAKING A HOLISTIC APPROACH

	Action	Start Date	Estimated Completion Date	Actual completion date	RAG Status
9.1	Analyse data to establish trends to dampness, property - architectural type, age, location of home and tenancy make up	24/04/23	31/07/23		G
9.2	Establish how Stock condition and EESSH data can be incorporated in the dampness process to try and eradicate common dampness issues, particularly in older properties.	29/05/23	28/08/23		B
9.3	Include upgrade of ventilation system to all void and capital works where appropriate	30/03/23	30/ 05/23		G

10. ENERGY EFFICIENT BUILDING SAFETY WORK

	Action	Start Date	Estimated Completion Date	Actual completion date	RAG Status
10.1	Agree process for homes with low EPC ratings	01/05/23	15/06/23		B
10.2	Whole House Retrofit pilot programme to be delivered	03/04/23	30/06/24		G

Appendix 3 – Performance information – 2022/23

Table 1: Dampness surveys raised by ward

Locality	Ward	Total no. of CEC homes in ward	Surveys raised in 22/23	% of total surveys raised	Surveys completed in 22/23	Average no. of days to complete survey from date survey raised	Average no. of days to complete dampness works from date works raised
North East	Craigentiny/ Duddingston Ward	1,985	101	7.0%	89	16.7	36.0
	Leith Walk Ward	330	30	2.1%	22	16.8	35.5
	Leith Ward	959	66	4.6%	55	18.9	35.0
	Portobello/ Craigmillar Ward	1,900	114	7.9%	93	19.8	28.8
North East Total		5,174	311	21.7%	259	18.3	33.4
North West	Almond Ward	1,542	129	9.0%	105	21.7	56.4
	Corstorphine/ Murrayfield Ward	168	11	0.8%	10	18.3	61.8
	Drumbrae/ Gyle Ward	655	65	4.5%	53	20.9	42.4
	Forth Ward	2,504	254	17.7%	210	20.0	50.4
	Inverleith Ward	561	32	2.2%	25	19.9	43.8
North West Total		5,430	491	34.2%	403	20.5	50.5
South East	City Centre Ward	557	32	2.2%	31	19.8	33.3
	Liberton/ Gilmerton Ward	2,553	176	12.3%	149	17.1	36.0

	Morningside	25	3	0.2%	1	10.0	n/a
	Southside/ Newington Ward	530	34	2.4%	29	21.5	30.3
South East Total		3,665	245	17.1%	210	18.1	35.1
South West	Colinton /Fairmilehead	607	38	2.6%	26	19.5	62.1
	Fountainbridge/ Craiglockhart Ward	367	32	2.2%	29	21.6	55.0
	Pentland Hills Ward	2,858	193	13.5%	146	20.4	49.2
	Sighthill/ Gorgie Ward	2,137	124	8.6%	97	21.6	46.7
South West Total		5,969	387	27.0%	298	20.9	50.4
TOTAL		20,238	1,434		1,170	19.7	41.7

Table 2: Surveys raised by month (April 2022 – March 2023)

Month	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Total
City Wide Surveys Raised	80	85	76	72	92	84	131	166	134	155	146	213	1,434

