

additional papers 1



Overview and Scrutiny Committee

Thu 3 Sep
2020
6.30 pm

Virtual Meeting, Skype



www.redditchbc.gov.uk

**If you have any queries on this Agenda please contact
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Overview and Scrutiny

Thursday, 3rd September, 2020

6.30 pm

Committee Room 2 Town Hall

Committee

Agenda

Membership:

Cllrs:

Joe Baker (Chair)
Salman Akbar
Michael Chalk
Peter Fleming
Pattie Hill

Andrew Fry
Ann Isherwood
Mark Shurmer
Jennifer Wheeler

5. New Cemetery - Update Report (Pages 1 - 2)

The Overview and Scrutiny Committee does not have the authority to scrutinise specific planning applications. Therefore the Committee will not be discussing the planning application in respect of a new cemetery site, which is subject to the Council's separate planning process.

6. Pre-scrutiny - Restoration and Recovery Plan (Pages 3 - 40)

7. Pre-Scrutiny - Housing Revenue Account Strategic Improvement Plan Progress (Pages 41 - 92)

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O & S 3rd September 2020

RE: Proposed New Cemetery Information

What have we done historically?

A new cemetery is required due to the lack of new burial space at Abbey Cemetery, limited provision within Edgioake Lane and the social, economic and health benefits of providing a community resource to support the grieving process.

Work on the viability of a new cemetery site has been ongoing since late 2010 and has progressed with a number of investigations over various sites within the Borough. Most latterly the investigations showed that the land adjacent to Ipsley Church Lane was the most favourable to develop from a technical & ecological view. Other areas that have been investigated were discounted due to items like drainage, high voltage cables and transport accessibility issues.

What are we doing currently?

A planning application has been made to request a change of use of the land adjacent to Ipsley Church Lane from open grassland to a cemetery.

More details in relation to this application can be found via the planning portal below using the reference 20/00863/FUL

<https://publicaccess.bromsgroveandredditch.gov.uk/online-applications/>

The proposed site would have the capacity to provide 7000 to 8000 burial spaces depending on landscaping and grave spacing. This would equate to 60 – 70 years provision at current new burial rates

What will we be doing in the future?

Subject to the outcome of the planning application a further report to full council may be required to detail development options, costs and potential income which might be used to fund a phased development if appropriate. Decisions such as type and style of development would be a matter for approval by members subject to the outcome of the planning process.

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OVERVIEW AND SCRUTINY

3rd September 2020

REPORT TITLE: RECOVERY AND RESTORATION PLAN 2020/21

| | |
|---------------------------------|--|
| Relevant Portfolio Holder | Cllr Matt Dormer |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Kevin Dicks – Chief Executive Officer Deb Poole – Head of Transformation, OD & Digital Services |
| Ward(s) Affected | N/A |
| Ward Councillor(s) Consulted | N/A |
| Key Decision / Non-Key Decision | |

1. SUMMARY OF PROPOSALS

- 1.1 The Covid-19 pandemic has required an unprecedented response from the Council. Even though the requirement to respond to the pandemic is still ongoing it is important to look towards recovery and to the return of business as usual, whenever that may be. The purpose of this report is to update Members on the proposed approach to recovery and to ask Members to consider and endorse the attached Recovery and Restoration Plan 2020 – 2021.

2. RECOMMENDATIONS

The Executive Committee will be asked to RECOMMEND

- 2.1 **That the proposed Recovery and Restoration Plan 2020 -2021, as set out in Appendix 1, be endorsed.**
- 2.2 **That the Executive Committee monitor the council’s recovery actions against the plan and that the Chief Executive Officer, in consultation with the Leader, be authorised to make amendments to the plan as required.**

The Executive Committee is also asked to NOTE

- 2.3 **The attached Corporate Peer Challenge Report 2020.**

3. KEY ISSUES**Background Information**

- 3.1 Whilst the delivery of essential council services has been maintained during the pandemic we have seen major changes in the way officers work and the way councillors carry out their duties. Our local and national economies have been adversely impacted by the unprecedented suspension of trading for most of our local businesses who were unable to operate as normal. Members should be aware that a county wide, multi-agency economic recovery plan is being produced and this will sit alongside our own Recovery and Restoration Plan. It

OVERVIEW AND SCRUTINY**3rd September 2020**

should also be noted that the Head of Planning and Regeneration and the Head of North Worcestershire Economic Development and Regeneration are also developing a Redditch specific economic recovery plan.

- 3.2 In line with government guidance at the beginning of the pandemic, a number of council staff were classified as key workers. Whilst we have been able to successfully implement a more agile approach to allow everyone who can to work from home, we have also continued to provide all core services with as little disruption to our community as possible.
- 3.3 As Members will have experienced, normal governance and decision making procedures have changed. The introduction of new emergency legislation to allow for the provision of virtual meetings, has seen the process of decision making continue, albeit in a very different way to our usual approach. In light of the pandemic, Members role as community leaders has become increasingly important and appreciated by our community.
- 3.4 It is acknowledged that whilst the initial 'first wave' of infections now appears to be in decline, it is possible that a 'second wave' or local outbreaks may occur over the coming months. In order to plan for these eventualities, the Senior Management Team and Corporate Management Team have taken key learning points from the first outbreak to develop a number of actions to prepare for this situation. The actions include: a further review of Business Continuity Plans, development of a revised Communications Plan, development of a list of employees who live outside the borough who may be impacted by local outbreaks, discussions with existing local support networks to understand their preparedness, discussions with partner agencies regarding the sharing of data and the identification of any staff who may be able to assist with Track and Trace activities.
- 3.5 Whilst the ongoing pandemic still requires some officers to continue to focus on response, the Council as a whole now needs to start planning for recovery and restoration and all that will entail. Whilst the recovery will, no doubt, take some time to implement; it is appropriate that we start to plan our way forward towards 'business as usual'.
- 3.6 To this end, officers have produced the attached Recovery and Restoration Plan. The Recovery and Restoration Plan is built around the five strategic purposes within the current RBC Council Plan and includes some of the priority areas from the Council Plan alongside key recovery actions. The Strategic Purposes in the RBC Council Plan are:
- Run and Grow a Successful Business
 - Finding Somewhere to Live
 - Aspiration, Work & Financial Independence
 - Living Independent, Active & Healthy Lives
 - Communities which are Safe, Well Maintained & Green

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The recovery plan also includes a section for our Corporate Priorities which focuses on the internal business of the council.

- 3.7 It is recognised that the RBC Council Plan was developed prior to the Covid pandemic and as such the focus of some of the previous priorities may have changed as a result of the current crisis. A review of the RBC Council Plan will be undertaken in early 2021 to ensure the priorities are refreshed and remain relevant in a post Covid environment. The Recovery and Restoration Plan also incorporates the main recommendations from the recent Corporate Peer Challenge Review which can be found in Appendix 2.

Legal Implications

- 3.8 None.

Service / Operational Implications

- 3.9 Whilst the continuation of services to our community remains the focus of the councils activities, it is anticipated that service areas will also begin to implement the high level actions outlined in the attached recovery plan.

Customer / Equalities and Diversity Implications

- 3.10 None.

4. RISK MANAGEMENT

- 4.1 None.

5. APPENDICES

Appendix 1 – Recovery and Restoration Plan 2020 – 2021

Appendix 2 – Corporate Peer Challenge Report 2020

6. BACKGROUND PAPERS

None

7. KEY

None

AUTHOR OF REPORT

Name: Deb Poole – Head of Transformation, OD & Digital Services

OVERVIEW AND SCRUTINY

3rd September 2020

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**Redditch Borough Council COVID-19 Recovery & Restoration
Plan DRAFT**

2020 – 2021

Version 1.3

| Purpose | Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By When | Owner | |
|---|--|---|---|-------------------|-------|--|
| Run and Grow a Successful Business | Economic development & regeneration | Consult businesses to understand current needs, recovery and growth plans, working with partners to support business recovery and growth | North Worcestershire Business Advisor appointed by GBSLEP to engage with businesses in North Worcestershire | On-going | NWEDR | |
| | | For many strategic purposes the planning system can play a key role in contributing to recovery and restoration. For all strategic purposes, where relevant, there will be support through the timely determination of planning applications and the implementation, evidence gathering and review of the Local | | | | |
| | | Continue with the regeneration of the Town Centre, including the train station | Prepare a Town Centre Masterplan and Feasibility Study | Nov 2020 | NWEDR | |
| | | Ensure businesses access Government's Coronavirus Support Grants. | Ensure all appeals are responded to robustly | End Aug 2020 | DR | |
| | | Provide businesses entering Recovery Cycle for Non-Domestic Rates with information relating to support mechanisms | Advise businesses of support available via comms | Aug – Dec 2020 | DR | |
| | | Provide businesses with information on recovery support available internally and nationally. Revisions made to letters that are going out to businesses to explain debt recovery processes | Advise businesses of support available via comms | Weekly / On-going | NWEDR | |
| | | Liaise with internal partners to provide information in relation to business in arrears and delaying payments of liabilities. | Work with recovery teams to ensure all businesses are provided with support and advice on debt management | Aug – Dec 2020 | DR | |
| | Work with other recovery officers across the Councils to ensure debt is managed holistically to provide the customer with the correct level of support | Ongoing | CFor | | | |

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|--|---|---|--|----------------------|-------|
| | | | Continue to circulate the weekly Business Bulletin and provide further updates from partners as appropriate. | Nov 2020 | NWEDR |
| | | Look to provide incubator units or the like through the investment programme to give businesses spaces to open and operate in | Town Centre Masterplan and Feasibility study to assess the feasibility and viability of creating a Digital Innovation Centre in Redditch as part of the Enterprise & Education Quarter | Jan 2021 | NWEDR |
| | | Secure a Town Deal for Redditch as part of the Towns Fund government programme | Submit a Town Investment Plan, which will form the basis of the Town Deal | Jan 2021 | NWEDR |
| | Develop an economic development strategy, to include stimulating the growth of low carbon industries | Develop a local economic recovery framework | Work with the Worcestershire Economic Recovery Group to ensure Redditch economic recovery needs are addressed in the county wide economic recovery plan. | Oct 2020 | NWEDR |
| Develop and deliver a Redditch Economic Recovery Strategy | | | Oct 2020 and ongoing | NWEDR | |
| There are a number of disparate programmes of support to help businesses diversify into the low carbon sector. Pull these together and promote as a cohesive whole | | | Oct 2020 | NWEDR & Kath Manning | |
| Consider holding a local jobs fair, focusing on reskilling, including carbon friendly skills. | | | Dec 2020 | NWEDR | |

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| Work with partners to improve digital & physical connectivity (to include broadband, 5G & transport infrastructure) | Ensure that adequate digital infrastructure is in place to support the accelerated adoption of digital technologies by local businesses as a result of Covid-19 | Work with the West Midlands 5G Company and the GBSLEP and WLEP on a 5G roll-out programme for Redditch | On-going | NWEDR |
| Support local businesses to embrace new technologies in order to maximise business growth, particularly in the knowledge & creative industries | Identify local businesses that plan an accelerated adoption of digital technologies | <p>Work with Betaden Tech Accelerator to promote opportunities to learn about innovative technologies being developed in the county</p> <p>Promote the new Business Recovery Grant, being administered by the Growth Hubs, which is designed to support businesses affected by Covid-19 to access new technology. Grants from £1k-£5k, available for a limited time</p> <p>Promote learning and training opportunities for businesses - courses and workshops delivered by GBSLEP Growth Hub and Worcestershire Business Central</p> | <p>On-going</p> <p>Due to be launched late Sept</p> <p>Ongoing</p> | <p>NWEDR</p> <p>NWEDR</p> <p>NWEDR</p> |
| Look to stimulate adequate supply of land & premises to enable existing & new businesses to grow | Identify brownfield sites and long term empty premises that could be redeveloped | Continue to work with the Worcestershire LEP Land supply group and private landowners and landlords to identify development opportunities in the borough | On-going | NWEDR |
| Strengthen the vibrancy & viability of our towns & district centres | <p>Make the town centre a more attractive place/space to do business</p> <p>Make the town centre a more attractive place to spend free time (leisure, arts & culture, well-being)</p> | Prepare a Town Centre Masterplan and Feasibility study | Nov 2020 | NWEDR |

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| Undertake a comprehensive review of Council owned assets and assess opportunities for investment privately in land and premises within the Borough with a particular focus on business centre and industrial estates | Investigate alternate sources of funding to PWLB to ensure best value borrowing can be achieved to maximise the range of investment opportunities and returns to the council | Ensuring that the council is compliant with guidance when accessing these funds | Ongoing | CFor |
| | Identify partners to invest with | Revise the treasury management policy to enable all options to be made available to the council | Mar 2021 | CFor |
| | | Review the property structure to enable asset reviews to be undertaken | Mar 2021 | CFe |
| | | Develop asset management strategy | Mar 2021 | CFe |
| Support development at the Redditch Eastern Gateway | Continue to support the development at Redditch Eastern Gateway | Work with developer / businesses / college to ensure opportunities for Redditch | Ongoing | NWEDR |
| Strengthen the vibrancy & viability of our town & district centres | Work in partnership with the BID to ensure improvements in the Town | Support Revitalise Redditch in collection of BID Levy | Ongoing | NWEDR |
| Supporting businesses to start and grow within the Borough | Consult businesses to understand current needs, recovery and growth plans, working with partners to support business recovery and growth | North Worcestershire Business Advisor appointed by GBSLEP to engage with businesses in North Worcestershire | Ongoing | NWEDR |
| Regenerating our Town Centre | Continue with the regeneration of the Town Centre, including the train station | Town Centre regeneration interventions to be included in the Town Investment Plan (Town Deal) | Ongoing | NWEDR |
| | Consider what support could be provided to businesses to encourage them to the area | Investigate providing low cost loans to businesses to encourage growth and attract them to the area | Ongoing | CFor |

| Purpose | Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By When | Owner |
|----------------------------------|--|---|---|--------------------------|----------------------|
| Finding Somewhere To Live | Rough Sleepers To continue the legacy of having no rough sleepers in the Borough | To review and adapt work to the Housing First Model in partnership with the voluntary sector, the Police and mental health services. | To identify funding from MHCLG grants and completed claims for those helped. | Dec 2020 | DA |
| | | To work with WCC and other district colleagues on the submission of a County Next Accommodation Programme Bid. | To identify how needs can be best met to support Redditch rough sleepers and to deliver against the bid | Sept 2020 | DA |
| | | To identify suitable accommodation from within RBC's housing stock and ensure no-one helped in crisis returns to streets | Establish impact on the HRA | Mar 2021 | DA HK |
| | | Capacity around support of all providers – financial health check to ensure continued support available | Write to agencies concerned and ask them to contact the Council with any issues | Sept 2020 | DA AG |
| | Supporting the delivery of appropriate housing in the Borough | Deliver a Housing Strategy for the Borough to address the housing needs now and in the future giving consideration to the impact of Covid 19 and how the impact of crisis on the economy will impact on housing supply and demand | To work with new Govt guidance/ legislation issued in response to Covid 19 To include the impact of Covid in the strategy and associated actions over the next 12/18 months. | Oct 2020 | DA |
| | | Use the Local Plan to drive development and use the Council's Housing Growth Programme to increase affordable housing. | Contribute to the countywide housing delivery strategy. | Mar 2021 | DA |
| | | | Work with development agents Bailey Garner and review and agree revised timelines. | Ongoing | DA MB |
| | Deliver the three year Housing Strategic Improvement Plan | As part of the 'Change Programme' the R&M Business Support Team trial of working differently was originally planned to start in March 2020. Due to Covid 19 restrictions the trial is planned to restart in September 2020. | The trial is expected to resume in Sept (Covid situation allowing) | 6 months Mar 2021 | IR LP SD HM |

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| | | | <p>Deliver the Housing, Tenancy & Advisory Service improvement plan including structure, approach and process to housing and neighbourhood management and housing options</p> <p>Consideration of the impact of rent arrears on the HRA due to Covid and identify actions to redress the impact.</p> <p>Development of an effective HRA 30 year financial plan for stock investment and work programme that will keep all RBC properties in good condition and compliant with statutory legislation.</p> <p>Ensure an active asset management regime is in place, that identifies properties which have poor social, economic or environmental performance and either improve them or replace them with properties which are fit for purpose.</p> | <p>Ongoing</p> <p>Apr 2021</p> <p>Apr 2021</p> | <p>JW</p> <p>HK</p> <p>JS</p> <p>JS</p> |
| | Support people to help prevent homelessness | <p>Look at any newly emerging homelessness prevention initiatives across West Midlands and explore new ways of working locally</p> <p>Develop the proactive Rent Management system.</p> <p>Develop a cross cutting and end to end pre tenancy and tenancy sustainment service across social and private rented sectors</p> <p>Develop strategy to prevent recourse to legal enforcement options for rent arrears except for</p> | <p>Utilise new ways of working to change working practices</p> <p>Procure and implement the new system</p> <p>Identify potential funding from grants</p> <p>Identify funding from grants</p> | <p>Oct 2020</p> <p>Jan 2021</p> <p>Dec 2020</p> | <p>DA</p> <p>HK</p> <p>HK DA</p> <p>HK DA</p> |

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| | | the most serious cases where all other interventions have failed | | Dec 2020 | |
| | Work with tenants across sectors to understand their needs | To consider the findings from the community survey | To develop actions in response to the survey results | Dec 2020 | DA HK |
| | Work with developers to deliver more homes utilising renewable technologies | <p>To continue to work with developers to promote upfront investment for long term savings and acknowledging that developers may focus on must-haves and reduce spend on energy efficiency</p> <p>Work with the LEP and other national organisations to ensure maximum grant funding for these areas is accessed to make it more affordable for developers to do this</p> <p>Government guidance on improved green credentials</p> | <p>Monitor post Covid 19 development proposals for new build and influence to achieve this priority</p> <p>Consider and bid for new energy grant schemes as they are announced including the Green Homes Grant</p> <p>Implemented by Building Control and advised upon wherever possible staffing resources</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Now</p> | <p>DA MB</p> <p>DA MB</p> <p>AW</p> |

| Purpose | Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By When | Owner |
|--|---|---|---|-----------------------------|---------------------------------|
| Aspiration, Work & Financial Independence | Skills for the future | Undertake a skills audit with partners & work together with them to address any gaps | Work with WCC who are leading on the “Creating our Future Workforce” campaign including the skills show and Careers & Enterprise Company Work with partners to see what the needs are in terms of skills | Ongoing End Nov 2020 | NWEDR and Partners NWEDR |
| | Supporting young people to gain the skills they need | Support schools & HOW College to link students to local employers (Note a number of schemes have been launched to help address the effect of the economic downturn on Young People – apprenticeship grants, traineeship grants and kickstart (6 month placements) Understand the partnerships that are already in place | Work to promote the availability of schemes and, in addition, continue to deliver the ‘Opening Doors to Business’ initiative alongside partners Arrange meetings with high schools and HOW to establish their current links with schools | Ongoing End Nov 2020 | NWEDR and Partners NWEDR |
| | Support schools & HOW College to link students to local employers | Support schools & HOW College to link students to local employers | Work to promote the availability of schemes and, in addition, continue to deliver the ‘Opening Doors to Business’ initiative alongside partners | Ongoing | NWEDR and Partners |
| | Work with businesses to utilise the apprenticeship levy & increase the number of apprenticeships | Ensure that the council maximises the levy by taking on the full cohort of apprentices which can be funded through the levy the council pays. In addition, review if the council wants to utilise other organisations levy payments to further increase this number | 4 th tier and HOS to undertake a session to identify how training can be funded from the levy in the future | End Dec 2020 | BT PS (HR) |

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| Provide support to people to enable them to access employment opportunities in digital & low carbon industries | Promote the support available through the Worcestershire Jobs Match programme and GBSLEP Employment triage programme | Promote GBSLEP skills hub, when launched | Ongoing | NWEDR and Partners |
| Support residents to manage their finances, including working with schools on money management | <p>Development of rent management system and tenancy sustainment team to include money advice and debt relief</p> <p>Promote the work that the FIT team do, as part of this create stronger partnership working with CAB</p> <p>Improve website to include budgeting tips and tools. Get greater awareness to residents.</p> <p>Work with DWP to identify support to jobseekers/ advice re benefits</p> <p>Provide Taxpayers in arrears and failing to maintain CT payments with information in relation to support available</p> | <p>Procurement and implementation of the new system</p> <p>Undertake full service review to ensure posts are in place to deliver support</p> <p>Utilise accessibility project to improve website and improve information available on line</p> <p>Liaise with partners (eg CAB) to identify the support and signposting that they can give</p> <p>Develop script of support advice to customer service teams</p> | <p>Jan 2021</p> <p>Mar 2021</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> | <p>HK</p> <p>LD</p> <p>LD</p> <p>LD</p> <p>DR</p> |
| Ensure people get the benefits they need | <p>Development of rent management system and tenancy sustainment team to include money advice, financial inclusion and debt relief</p> <p>Develop a communications plan so Council tenants are aware of what benefits and support they are entitled to.</p> | <p>Procurement and implementation of the new system</p> <p>Implement the communications plan Liaise with comms to ensure the signposting and social media is up to date</p> | <p>Jan 2021</p> <p>Ongoing</p> | <p>DA HK</p> <p>LD</p> |

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| | | Be prepared for potential spike with regards to furloughed workers – unemployment, UC claims, HB/CTR claims. | Arrange quarterly meetings with DWP to understand impact of Covid on benefit take up and unemployment Restructure to be implemented to ensure staff resource is sufficient to meet demand. | Oct 2020 | LD |
| | | Optimise spending of DHP budgets to those in need. | Regular meetings with Housing officers to monitor level of spendStaffing | Ongoing | LD |
| | | Liaise with foodbanks on their capacities and demand, can we assist through ELF and Food Vouchers | Partnerships in place to provide food and essential items- funding to be secured from County | Ongoing | LD |
| | | Simplify CTR scheme for 2021/22 | Present revised scheme to Exec, O&S & Council | Sep 2020 | LD |

| Purpose | Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By When | Owner |
|--|---|---|--|--------------|-------------|
| Living Independent, Active & Healthy Lives | Improving health & well-being | To promote the Lifeline well-being checks | To work with communications to promote the benefits of the Lifeline Well-Being checks | Nov 2020 | RN |
| | Continue to support the Redditch & Bromsgrove Dementia Friendly Communities initiative | Continue to support this work | | Ongoing | JW |
| | With partners, enable targeted activities & initiatives to support mental well-being | Work with WCC on the legacy of Here2Help to support vulnerable residents post Covid | To promote and support local communities to access the legacy of Here2Help and link this with the work of the Redditch Partnership around the 'deal' approach. | Dec 2020 | JW |
| | | To identify projects to support young people during Covid 19 pandemic through the Redditch Youth Providers Forum research project (£10k funding: Lottery, Worcs CC, Worcs Community Foundation) | Discuss with Partnership officer the demand / need for activities. Liaise with Sports Development and Rubicon to enable community activities to take place | End Oct 2020 | Dev Service |
| | | | To support the work of Support Redditch and BARN's Volunteer Bureau to increase the number of volunteers working with VCS mental wellbeing services. | Ongoing | JW |
| Support improved access to services that reduce social isolation (including Lifeline) | Promote the Lifeline service locally and through partner agencies including self-installation during the pandemic. | To develop a communications/marketing plan. | Nov 2020 | RN | |
| | Develop and promote a new range of digital equipment and sensors to enhance the service user experience, including devices that will work outside of the home, encouraging independence and peace of mind when going out. | Monitor conversion rates to establish how many of those, that have the service for free, choose to retain the service and pay for it ongoing. | Ongoing | RN | |

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| | | <p>Continue to work with WCC and Amica24 installing complex technology enabled care solutions on their behalf in Redditch. Expand the 6 week free scheme to all health and care professionals.</p> <p>To consider the impact of Covid 19 on the Dial A Ride and Shopmobility services</p> | <p>Review opportunities with County and health colleagues on new tele health technologies post Covid</p> <p>To review the sustainability of Redditch Dial A Ride and Shopmobility with income projections and plans to work towards self- financing/ commercially viable services being severely affected by Covid 19</p> | <p>June 2021</p> <p>Dec 2020</p> | <p>RN</p> <p>TD</p> |
| | Develop a Parks & Open Spaces Strategy (including increased physical activity & cycling) | Provide a clear brief on what the detail of the strategy will be | <p>Phased approach to the work to fine tune the technical documents that would feed into the overall strategy.</p> <p>Produce financial breakdown</p> | Mar 2021 | RB IKF JC |
| | Enhance sport & cultural opportunities offered by the Council | | Discuss with Partnership officer the demand / need for activities. Liaise with Sports Development and Rubicon to enable community activities to take place | Oct 2020 | JC |
| | Working with partners, including Rubicon Leisure, to increase activity levels in the Borough | <p>To deliver a range of activities to target the insufficiently active :</p> <ol style="list-style-type: none"> 1. High and low impact exercise and creativity sessions through <u>referral pathway</u> routes GPs, physios, health stakeholders. 2. Funded Positive Activities projects being delivered in partnership with community organisations including Your Ideas, RYCE, YMCA, PAZ (RSA Arrowvale), Whats Your Point, Redditch Self Defence, UP Foundation, Redditch Wheels Project. | | Ongoing | Dev Service |

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| | | <p>3. Short Breaks disability projects for disabilities being delivered in partnership with Your Ideas and Redditch Road & Path Cycling Club.</p> <p>4. Sport England funded Active Families programme to encourage children 5-11 and their families to get active.</p> <p>Working with partners to run Active Kitchen to provide food and activity to reduce holiday hunger and tackle the drop in physical activity levels in holiday periods.</p> <p>Support targeted activities for healthy lifestyles</p> | | | |
| | Work with partners to address smoking & substance misuse levels in the Borough | Work ongoing through the partnerships | | Ongoing | HB |

| Purpose | Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By when | Owner |
|--|--|--|--|---|--|
| Communities which are Safe, Well Maintained & Green | Reducing crime & disorder | <p>To consider the impact on society of Covid 19 and work with partners and service areas to ensure the Community Safety Partnership action plan reflects this.</p> <p>Support targeted initiatives to reduce anti-social behaviour and embed the corporate anti-social behaviour policy into wider service delivery utilising available ASB tools and powers</p> | <p>To review and update the Community Safety Partnership action plan to contribute to the recovery of consequences from Covid 19</p> <p>Establish a procedure to implement the new ASB Policy and to train teams accordingly</p> | <p>Mar 21</p> <p>Oct 20</p> | <p>BH</p> <p>BH / HK</p> |
| | Work with partners, schools & communities to reduce crime & the fear of crime | <p>Env Services to support Community Safety/Housing etc in addressing issues relating to crime/disorder/ASB by managing the built environment and soft landscaping appropriately.</p> <p>Ensure effective Parking Enforcement, via the SLA with Wychavon, covering both On and Off Street contraventions.</p> <p>Through the Community Safety Respect Schools Programme, continue to work with partners and provide additional support for young people affected by the impact of Covid 19</p> <p>Establish & maintain regular partnership meetings to discuss at risk tenants including police and mental health.</p> | <p>Review capital programme for potential future capital investment for improvements.</p> <p>Continue working with County Highways, Police & Schools.</p> <p>Identify funding opportunities to sustain and continue to deliver the Respect Programme</p> <p>Develop an ASB case management system & improvement performance management. Deliver a structure with smaller patch sizes for Neighbourhood Officers to increase visibility and stake holder on local neighbourhoods.</p> | <p>Ongoing</p> <p>Ongoing</p> <p>Jan 2021</p> <p>Dec 2020</p> | <p>GR CW DK</p> <p>GR KH</p> <p>BH</p> <p>HK</p> |
| | Review services to understand how we can adapt to | To consider the impact of Covid 19 on this commitment | Review the priorities for Climate Change across the Borough | Dec 2020 | SH, GR JW |

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| | address the implications of climate change | | Review of technologies, innovation and funding | Dec 2020 | GR JW |
| | Improve targeted environmental enforcement | <p>Define Council priorities regarding environmental enforcement, and then review existing arrangements and alternative models available either through partnership with adjacent LA's, or Private Sector as a commercial arrangement.</p> <p>Identify effective responses to environmental crime activity to identify perpetrators and take appropriate enforcement action to reduce/prevent further offences, utilising available ASB tools and powers.</p> | Review enforcement arrangements and impact of Covid 19, e.g. on fly tipping, and new resources/new model of working may be required. Review of council enforcement arrangements, across priority areas. | April 2021 | SH GR JW RB |
| | Understand the different needs of our local areas in order to keep them clean & tidy | <p>Fully utilise demand data to understand local/community needs and priorities enabling a continuous review of resource requirements and to develop suitable work programmes.</p> <p>Deliver a structure with smaller patch sizes for Neighbourhood Officers to increase visibility and stake holding on local neighbourhoods.</p> <p>Work with capital and programmes / environment teams to deliver a comprehensive neighbourhood management service with full regard to maintenance services and health and safety</p> | <p>To procure and implement new Environmental Services IT system</p> <p>Additional resources may be required to address ASB reports that do not fit into specific service areas enforcement remit.</p> <p>Implement service charging to maximise the income streams to HRA</p> | <p>Sept 2021</p> <p>Dec 2020</p> <p>Dec 2020</p> | <p>GR CW</p> <p>GR KH MG</p> <p>HK</p> |
| | Explore the options to reduce residual waste, increase recycling & maximise the efficiency of waste collection services | <p>Campaign to increase recycling quality and quantities with residents, but suspended due to staffing pressures and Lockdown pressures for residents related to Coronavirus.</p> | Restart recycling quality project from Sept 2020 with direct mail to households in targeted areas | Ongoing | MA AM |

| | Original Council Plan Commitments | Recovery & Restoration Issues and Actions | New or Modified Actions (what we will do...who with/partners) | By when | Owner |
|-----------------------------|-----------------------------------|--|--|---|------------------------|
| Corporate Priorities | Financial Sustainability | Produce & deliver sustainable financial plans | Development of General Fund 4 year plan to ensure financial impact of Covid assessed. <ul style="list-style-type: none"> Clarify impact of Covid Assess prior year underspends Review Capital Programme Identify savings plans Review fees and charges Work with managers to better understand budget implications Recruit additional technical capacity within the finance team Restructure of financial services team | Feb 2021 Oct 2020 Oct 2020 Jan 2021 Nov2020 Dec2020 Sept 2020 Aug 2020 Dec 2020 | CFor |
| | | Improved commerciality: maximising every opportunity to generate income, including review of fees & charges | Ensure that all Housing chargeable work and service charges are billed for. Review of fees and charges Maximising income from more commercial services, such as Lifeline, trade waste | Dec 2020 | HK IR JS CFor |
| | | Review services currently delivered to determine if they offer VFM, and if not and not legally required then consider discontinuing. | Work with Members to understand priority services and assess those that are not as a priority against benchmarking to fully understand value for money and associated costs | Sept 2020 | CFor |
| | | Undertake effective contract management | Ensure that the Asprey IT asset management system, contract module is | Mar 2021 | JS |

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|--|--|--|--|----------|-----|
| | | | fully implemented to ensure effective contract management | | |
| | | | Continue to work through corporate training and development programme. Work internally to maximise efficiency and economy of scale. | Mar 2021 | JS |
| | | | Develop comprehensive contracts register and effective contacts management through new finance system | Mar 2021 | CFe |
| | | | Targeted and bespoke departmental training and development | Mar 2021 | CFe |
| | | | Social responsibility policy with focus on local suppliers | Mar 2021 | CFe |
| | | Manage our assets to get the best outcomes for our residents | Ensure that data validation of the stock condition survey is completed and to inform the 30 year business plan. | Mar 2021 | JS |
| | | | Determine non-performing stock which may require alternative solutions like demolition or remodelling. | Mar 2021 | JS |
| | | | Review use of buildings, facilities and assets | Mar 2021 | CMT |
| | | | Develop comprehensive assets management strategy and in line with the Council Plan | Mar 2021 | CFe |
| | | | Review resource within property services to enable additional support to be secured to develop an asset management strategy for the future | Mar 2021 | CFe |

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|-----------------------|--|--|--|----------|------------|
| | | Make financially viable strategic acquisitions & investments | Assess all opportunities against the financial modelling we have in place | Ongoing | CFor |
| | | Undertake a self-assessment against CIPFA's new Financial Management Code (CPC) | Undertake the self-assessment online | Feb 2021 | CFor |
| | | Encourage all levels of the organisation to articulate their role clearly and succinctly in delivering financial sustainability (CPC) | Workshops and training on the new ERP system | Feb 2021 | CFor |
| | | | Restructure in the financial services team | Dec 2020 | |
| Sustainability | | Review alternative delivery models. | Will be outlined in Service Business Plans. Assess business plans future models to enable overall council model to be established | Nov 2020 | SMT CMT |
| | | Exploit digital technologies, enabling more automation of services through the implementation of the Digital and Customer Strategy to ensure both technology and process change. (CPC) | Develop a delivery action plan for the Digital Strategies. Internal resource. | Oct 2020 | DP MH |
| | | Invest in leadership development to reinforce culture change and lay foundations for the future. ILM programme will be started later in 2020 (CPC) | Start the ILM programme later in 2020 Ensure the Apprenticeship Levy is used to cover training costs. Ensure the first cohort focuses on 5 th tier level employees. | Oct 2020 | DP BT |
| | | Utilise external commercial expertise to ensure delivery of agreed priorities (CPC) | Ongoing support via remote working/virtual meeting | Ongoing | GR DP |
| | | Review key risks on the Corporate Risk Register | Regular review of the added Covid risk – financial and service | Oct 2020 | CFor |

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|--------------------------------------|---|---|---|------------|------------|
| | | Review alternative delivery models | Following development of the business plans assess the new model for the council | Jan 2021 | CMT |
| Review Resources and Services | | Review services to understand how we can adapt to climate change | A review of priorities and actions based on service plan proposals. | As above | As above |
| | | Prioritise clearly and resource accordingly (CPC) | Review post Covid | Feb 2021 | SMT CMT |
| | | Ensure that budget manager engagement and ownership is invested in to make self-service a success (CPC) | Workshops and training on the new ERP system Restructure in the financial services team | As above | As above |
| | | Workforce planning – employee skills, gap analysis, workforce profile, succession planning etc | Create a workforce strategy in light of the 'new normal' after the Covid crisis. To consider the impact of remote/agile working on employee numbers/skills. | Dec 2020 | DP BT |
| | | | Develop improved management information for services through a renewed corporate dashboard. | April 2021 | DP BG |
| | | Support workforce recovery and transition to 'new normal' | Determine what 'new normal' means and understand what policy changes will be needed to support new ways of working. | Dec 2020 | DP BT |
| | | | <ul style="list-style-type: none"> • Deliver a remote working policy. • Arrange management training to develop skills for remote working and performance management. • Review working arrangements of whole organisation. • Explore flexible work arrangements. | May 2021 | DP BT |
| | Capture lessons learned/details from surveys in order to assess impact of remote working. | Analyse data and pass this out to service areas. | Sept 2020 | DP BT | |
| | Review appetite for agile working post-crisis | | Feb 2021 | SMT | |

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|--|--------------------------------|--|--|------------------------------------|--|
| | | | Services to use the data to determine what their service reviews may look like. To include the future operating model, agile working etc | | CMT |
| | | Review HR&OD Strategy to ensure recognition and reward are encompassed within it. | Link the strategy to the business planning cycle, development of 'new normal' and workforce planning. | Dec 2020 | DP BT |
| | Review the Council Plan | Review the delivery of priorities in light of the impact of the pandemic. | Review during 2021 for the next 3 years to link in with the MTFP | April 2021 | CMT |
| | Community Leadership | Explore the development of "Deal" approaches (based on the concepts / principles of the Wigan Deal). Continue to work with the support networks (Support Redditch and Support Bromsgrove) and partnerships to underpin future economic and community recovery (CPC) | Consider the legacy of the Covid volunteers and how they and the VCS organisations can support the "Deal" approach in terms of community assets. Undertake / co-ordinate work across Council departments and with partner organisations to create a better understanding of our most vulnerable and in need residents. Bring together data and information the Council and partners hold about vulnerable residents which can be utilised to target future resources, support, and opportunities to those most in need in our communities. This data to also be used for future planning and response in emergencies e.g. any | Aug/ Sept 2020 Sept 2020 | HoS/ 4th Tier Managers/LSP Managers/ Policy Team 4th Tier Managers/LSP Managers/ Policy Team |

| | | | | | |
|--|--|--|---|--|----------|
| | | | <p>future waves of the Covid-19 pandemic.</p> <p>To deliver the three consortium based projects :</p> <ol style="list-style-type: none"> 1. Reimagine Redditch Consortium bid to Creative People & Places Arts Council England fund (£1.5m) post covid recovery 2. Redditch Youth Providers Forum projects provided through £10k covid recovery fund 3. Delivery of consortium based approach to deliver contract with Greater Birmingham and Solihull LEP Cultural Capacity Development Fund (CCDF) | <p>RYPF: End Oct 20</p> <p>ACE fund tbc</p> <p>CCDF: End of March 2021</p> | Dev Serv |
|--|--|--|---|--|----------|



Corporate Peer Challenge: Follow Up Visit
**Bromsgrove District Council and
Redditch Borough Council**

June 2020

Feedback Report

1. Introduction and purpose

Bromsgrove District and Redditch Borough Councils received an LGA Corporate Peer Challenge in January 2018. Feedback from the Peer Challenge concluded the two councils had delivered over £7.5m of savings since 2010/11 through joint working and are continuing to deliver around £1.5m per annum. In 2018 the team identified further scope for efficiencies and service improvements. The Peer Challenge process recommended that the councils should focus on ensuring improved corporate ownership of financial management with tighter control of budget savings and guarantee that expenditure is directed only towards agreed priority areas.

The peer team suggested more rigour should be introduced into developing and analysing business cases, and to their impact on priority setting. The Peer Challenge recommended the councils should be clearer about how they will track progress on key projects and savings and report against them. This should include identifying the consequences and mitigation if delivery does not progress as planned.

In 2018 the peer team invited the councils to re-assess what they are seeking to achieve from the shared services partnership moving forward. Whilst it had delivered savings, resilience and a greater opportunity to lever influence it had not in 2018 established a single workforce or culture.

The purpose of the follow up visit on 24th and 25th February 2020 was to help the councils take stock of progress made against the areas of improvement identified in 2018. This report provides a written summary of the key observations made by the peer team during their visit in February 2020. This report was finalised in June 2020 having been delayed whilst the councils responded to the peak of the COVID-19 pandemic.

Peer review and challenge

Peer challenges are improvement-focussed and tailored to meet individual councils' needs. They are designed to complement and add value to a council's own performance and improvement focus. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read. The process is not designed to provide a technical assessment or due diligence on specific proposals. Neither is it intended to provide prescriptive recommendations. The peer challenge process provides feedback, observations and insights from experienced practitioners that will help validate, reality check and further develop the councils' current plans, proposals and evolving thinking about the future.

Scope and focus

The peer team were asked to consider the progress made since January 2018 and provide recommendations for continued improvement. In doing so peers considered the areas for

improvement identified by the original peer review and the key recommendations made at that time:

- Pause and reflect on the shared service journey to date – celebrate your success – use the 10 year anniversary as a moment to do this
- Prioritise the work on tightening financial processes so that they provide the most up to date profiling, model the best in the sector and support strong decision making
- Spend more time together – introduce more joint informal meetings at political level
- Create space to have conversations about the future with your valued partners
- Redefine the shared future journey and ambition
- Define a new shared culture from the bottom up – with input from officers and members
- Share this emerging culture with partners and collectively shape the future community leadership role for the councils and partners
- Establish a single workforce and reduce duplication and time spent navigating two structures and systems of governance
- Having established the above use this re-energised culture to enable officers and members to design services to meet and pre-empt customer needs within your financial envelope.

A further 22 recommendations were made within the five core themes of corporate peer challenge. These are set out in Annex A.

Peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected the councils' requirements and the focus of the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the councils. The peers who undertook the follow up visit were:

- Matt Prosser, Chief Executive, Dorset Council
- Cllr Paul James, Former Leader, Gloucester City Council
- Cllr John Kent, Former Leader, Thurrock Council
- Bindu Arjoon, Director, Exeter City Council
- Claire Taylor, Corporate Director Customers & Organisational Development, Cherwell DC and Oxfordshire CC
- Karen Iveson, Chief Finance Officer Selby DC and Assistant Director North Yorkshire CC
- Raj Khara, LGA membership engagement officer
- Clare Hudson, LGA Peer Challenge Manager

Seven of the team had been involved in the original peer challenge in 2018. The team spent two days onsite at Bromsgrove and Redditch councils on 24th and 25th February during which they spoke to more than 40 stakeholders including councillors, senior

managers, frontline staff, and partners. Peers prepared for their visit by reviewing a range of documents and information in order to ensure they were familiar with the councils, their current challenges and recent progress.

2. Key findings and observations

2.1 Progress since the Peer Challenge

In 2019 Redditch BC changed political control and became Conservative controlled. This change in political balance and leadership means both councils are Conservative controlled and provides an opportunity to make progress on some fundamental issues facing the councils. The councils continue to benefit from a dedicated workforce and there has been significant effort in the senior officer core put into identifying what culture change might best support the workforce going forward. There is now a stronger sense of a single workforce serving two councils at the senior officer level. The councils now need to work to embed culture change from the bottom up to ensure all parts of the councils are engaged in moving towards a more dynamic and financially accountable culture.

This emerging culture change has been facilitated through the harmonisation of terms and conditions for the two councils. Several key steps have also been taken to address the recommendations made by the peer team, and the section 24 notice that was served to Redditch BC in 2019. A new finance system is in the process of being introduced which will be fundamental to delivering the financial control and accountability needed. The scheme of delegation in Redditch BC has been revised and this is having a positive impact in empowering officers to be more innovative.

Partners continue to value working with the councils, both individually, and collectively and the councils' leadership have continued determined effort to underpin this. There remains significant scope for collaboration with partners to improve outcomes for the communities in Redditch and Bromsgrove and the councils need to carefully consider how to harness this without necessarily always leading it.

2.2 Shared services – direction of travel

There were mixed views expressed to the team, particularly by members, on whether shared services has reached its maturity within these two organisations. Senior leaders need to be clear about their understanding of this maturity and whether the full benefits have been realised. Leaders should explore whether or not shared services will be actively pursued with others – and be clear with staff where future efforts will be placed. The councils should also establish regular benchmarking to understand if services are providing value for money and if further efficiencies could be realised within the current shared services framework.

Given progress made and the maturity of the shared services partnership the councils should now be considering how they can translate the benefits that operating a long running shared service has bought to drive further collaboration.

2.3 Understanding of local place and priority setting

The leaders of both councils are well respected for their energetic passion for place. Through collaborative working this can be harnessed to help shape the delivery of future growth, regeneration and economic prosperity respectively. The regeneration plans in Redditch are ambitious and have the potential to be transformative. Redditch BC must now consider how it will bring together exciting individual projects and schemes into single vision that can galvanise the resources and capability of partners.

Bromsgrove DC is seeking to deliver on its vision for an economically vibrant and sustainable district within the constraints of its green belt. The Government's Review of Local Enterprise Partnerships (LEPs) may well result in the Council no longer being able to maintain membership of two LEPs. This will mean a major strategic decision about where Bromsgrove DC wishes to align itself economically.

There is evidence of speculation about future local government arrangements for Worcestershire. Without wishing to comment on the merits or otherwise of change, the peer team would encourage the councils not to be distracted by this and to concentrate on collaboration and partnership working for the benefit of residents and businesses. The need for Worcestershire County Council to complete a strategic transport assessment could be considered to be a practical example of this.

Having focused effort on instigating culture change the councils must now focus on strengthening approaches to prioritisation and associated delivery plans. The councils are continuing to commit to too numerous priorities and need to be clearer about when something is no longer a priority and what that means for the organisations, and how this is reflected in corporate plans. Plans to deliver agreed priorities are not as embedded as they need to be resulting in lower levels of rigour on project delivery than are needed in the current financial climate.

The councils are well versed in transformation principles but these would benefit from a more clearly articulated and agreed transformation programme and governance being updated and fully aligned to refreshed – and fewer – priorities. These refined priorities and delivery plans should then be resourced accordingly. The councils should bear in mind that agreeing a priority does not mean the councils always have to be the deliverer of services. There is a history of providing services to the community that are not the traditional role of district councils. This feels more prominent in Redditch, such as the Connecting Families project. Whilst these projects may have received external funding the council should also consider the wider resources implications of committing to non-statutory service delivery.

2.4 Political and managerial leadership

The Chief Executive continues to lead from the front and remains a visible presence for partners and staff. Since the original peer challenge in 2018 there has been constructive action to change the behaviour and conduct of political debate in Bromsgrove Council meetings. This is positive and the Council should build upon these improvements to overcome the historic legacy of negative political debate in public.

Group leaders are now invited to meet together informally, and this more regular engagement is welcome amongst councillors and officers alike. There has been a management restructure which is still embedding and senior officers must work to ensure that managerial approaches are consistent and managers are well supported to deliver priorities. Having invested in clarifying the culture the councils want staff to operate in consideration should now be given to what accountability and positive challenge means for everybody in the organisation as part of the culture change programme – and how it influences decision and behaviours.

2.5 Financial planning and viability

A clearer understanding of what financial accountability means for individuals is progressing at the corporate management team level and this now needs testing with wider staff and members. A self-assessment against CIPFA's new Financial Management Code will provide a focus for further improvement.

The finance system that has been committed to will provide a catalyst for improved financial management and accountability. It is critical that this is delivered to deadline to and becomes quickly embedded in a strengthened culture of financial accountability. Given the financial challenges it is important that robust forecasting is embedded with budget managers in order to build greater confidence in financial management.

The peer team heard that there has been a solid response to the s24 notice issued to Redditch and substantial work has been done on identifying savings and clarifying the council's approach to financial sustainability. Future savings plans need rigorous testing and there is a particular need for more work to be done on the financial sustainability of Redditch's Housing Revenue Account.

The revised budget reports are more consistent between the two councils and provide detailed analysis. The overarching MTFS has the opportunity to set the wider context for the budget reports but needs to be more widely articulated across the organisations. Staff working to deliver services against planned budgets are not always clear when they are seeking to make changes what are efficiencies and what are savings and cuts to services.

The focus on continual service review and redesign for efficiencies and improved outcomes could be clearer. The councils have developed a substantive approach to commercialisation including using property investment to generate income as well as selling services and expertise. However, the councils' approach to borrowing to finance commercial property investment also needs careful consideration in light of the latest MHCLG and CIPFA code and guidance.

The concept of commercialism as 'part of the day job' seems embedded for those colleagues that have advanced it. There is however, a need for a clear risk assessment to ensure that both savings delivery plans and income generation plans are built on the foundations of tested and robust delivery plans and that services provided for other parties, such as Lifeline for Cannock, are genuinely contributing to financial sustainability.

2.6 Capacity to deliver

The councils are operating a high number of live programmes and projects. In our brief time there the peer team noted at least seven major change programmes that officers were working on. The councils have also established property investment funds but progress on this has not been as expected, with limited viable commercial opportunities coming forward. There is significant breadth in what the councils are seeking to achieve but they do not always achieve the depth of their planned project/intervention. This is having a negative impact on organisational resilience with projects not always seeming to have been closed down before a new one is started. It is also not clear how the organisation learns from the projects it has delivered and how this can influence project design and service delivery as well as organisational culture.

The councils have set out a comprehensive approach to programme management and should ensure this is oriented towards generating pace and momentum in delivery of savings including identifying opportunities for improving productivity and reducing costs as well as delivering savings and service redesign.

The councils have embraced the need for change and have developed processes for setting up new programmes and projects. As this matures and the councils clarify their future operating models there will need to be a focus on how to allocate resources towards redesigned services ensuring that costs are regularly benchmarked and efficiencies sought out. The workforce is generally very long-serving and opportunities should be sought out for officers at every level to 'get out' and find out about practice elsewhere in order to bring in new ideas and promote an open and innovative culture.

3. Recommendations 2020

The councils have made solid progress since 2018, particularly in solidifying the concept of a single workforce and responding appropriately to the section 24 notice in Redditch. The peer team recommend the councils now focus on:

1. Prioritise clearly and resource accordingly
2. Invest in leadership development to reinforce culture change and lay foundations for the future
3. Consider how and when you can be the convenor/enabler of services and change within your communities. The Councils through the Bromsgrove Partnership and Redditch Partnership (at the time of the visit) were exploring possible “Deal” approaches (based on the concepts / principles of the Wigan Deal). During the pandemic response two support networks have been established (Support Redditch and Support Bromsgrove) – the Councils could seek to work with these networks and the partnerships to underpin future economic and community recovery.
4. Be consistent in internal communications and explore opportunities for two-way internal communications
5. Develop a clear action plan to implement your digital and customer strategy, recognising that a focus on digital and customer experience requires both technology and process change. Make this a clear element of your plans to improve effectiveness and efficiency.
6. Undertake a self-assessment against CIPFA’s new Financial Management Code
7. Ensure that budget manager engagement and ownership is invested in to make self-service a success
8. Strengthen financial forecasting to underpin the refreshed approach to financial management
9. Encourage all levels of the organisation to clearly and succinctly articulate their role in delivering financial sustainability
10. Utilise external commercial expertise to ensure delivery of agreed priorities

4. Next steps

We appreciate the councils will want to reflect on these findings and suggestions with the senior managerial and political leadership in order to determine how the organisation wishes to take things forward.

As part of the peer review/challenge process, there is an offer of further activity to support this. The Local Government Association (LGA) is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Helen Murray is the main contact between your authority and the LGA. Her contact details are: Tel. 07884 312235 and Email helen.murray@local.gov.uk.

In the meantime, we are keen to continue the relationship we have formed with the councils throughout the peer challenge. We will endeavour to provide additional information and signposting about the issues we have raised in this report to help inform ongoing consideration.

Clare Hudson

On behalf of the peer team:

- Matt Prosser, Chief Executive, Dorset Council
- Cllr Paul James, Former Leader, Gloucester City Council
- Cllr John Kent, Former Leader, Thurrock Council
- Bindu Arjoon, Director, Exeter City Council
- Claire Taylor, Corporate Director Customers & Organisational Development, Cherwell DC and Oxfordshire CC
- Karen Iveson, Chief Finance Officer Selby DC and Assistant Director North Yorkshire CC
- Raj Khera, LGA membership engagement officer
- Clare Hudson, LGA Peer Challenge Manager

Annex A**Further Recommendations from original Peer Challenge report - 2018**

1. Be clear about how you identify when something is no longer a corporate priority – and what it means
2. When change is introduced guarantee that it is introduced with greater pace and rigour – with clear lines of accountability at the officer and political level
3. Invest more time in considering what role all levels of the organisation contribute towards corporate aims – transformation is everyone's role. Ensure that transformation is adequately resourced with clear programme and project governance, and appropriate skills.
4. Management approaches need more consistency to support the development of a single corporate culture
5. Establish greater consistency in the foundations of shared services – ICT, HR, Finance should all be enablers of change
6. Re-examine your existing commitments and have an honest conversation about whether they are sustainable, relevant or appropriate
7. Evaluate the opportunities for maximising your influence – and focus your energy and leadership on where you can be most effective
8. Take action at Bromsgrove District Council to raise the conduct of political debate so that it is constructive and does not undermine the council's reputation, as well as the local government sector
9. Review processes for supporting members at council meetings, and where necessary, implement change to ensure members are well supported
10. Ensure that boundaries between officers and members are publicly clarified and that their implementation is regularly reviewed
11. Review Council Procedures to ensure that they can support constructive debate
12. Ensure that report proofing procedures are 'watertight' and errors are not published
13. Establish clearer lines of accountability for the leadership and delivery of major programmes and projects – that is appropriately dispersed throughout the organisation to mitigate potential risk in investing too much in one role.

14. Financial accountability needs greater ownership across the organisation
15. Budget planning needs to be more focused on future financial sustainability and not simply meeting service needs and short term demands
16. Be clearer about how you track progress and manage risk – on delivering savings and key projects
17. Establish a transparent, regularised and proportionate system of reviewing and amending recharges between the two councils – rather than leaving it to specific service areas
18. Expedite the business case and implementation of a new finance system
19. Consider how to meet customer need and expectation within your financial options using the systems thinking approach. This will help you identify what matters to the customer and design efficient processes to meet this need, removing service boundaries where required.
20. Consider how to re-align your customer strategy to most effectively meet customer need within your identified priorities.
21. Consider the impact that digital transformation of services can have, releasing capacity whilst improving the customer experience – develop and implement a single digital strategy.
22. Develop a clear plan to assess what high volume low complexity transactions can be directed towards more cost effective channels. There is no tension between this and a systems thinking approach - many customers expect and are happy to access council services by means other than face- to-face- as indeed they do for services from other public and private organisations.

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**OVERVIEW AND
SCRUTINY**

3rd September 2020

**HOUSING STRATEGIC IMPROVEMENT/ACTION PLAN – PROGRESS
REPORT**

| | |
|----------------------------|------------------------------------|
| Relevant Portfolio Holder | Cllr Craig Warhurst |
| Portfolio Holder Consulted | Yes |
| Relevant Head of Service | Sue Hanley, Deputy Chief Executive |
| Wards Affected | ALL |
| Non-Key Decision - Yes | |

1. SUMMARY OF PROPOSALS

This report to Executive Committee provides a further progress report two years into the approved three year Housing Strategic Improvement Plan.

2. RECOMMENDATIONS

The Executive Committee will be asked to RESOLVE that:

- 2.1 Executive consider the content of the report and endorse the progress reports detailed in the Improvement Plan (Appendix 1).**
- 2.2 That Executive agree that authority be delegated to the relevant Head(s) of Service for the revision/amendment and creation of new housing policies to ensure compliance with revised legislation and working practices/procedures, with the exception of any policy where there is a discretion or fundamental change in policy. All revisions/amendments to be undertaken following consultation with the Portfolio Holder Housing & Procurement.**

3. KEY ISSUES**3.1 Financial Implications**

- 3.1.1 There are no new financial implications as a result of the Improvement Plan however the current pandemic 'Covid 19' has had a profound financial impact on the Housing Revenue Account.
- 3.1.2 The Medium Term Financial Plan for the Housing Revenue Account 2020/21 to 2023/24 was endorsed by Council on the 24th February 2020.

OVERVIEW AND SCRUTINY

3rd September 2020

- 3.1.3 Details of the actions required in both the short and medium term are contained within Section 2 of the Improvement Plan.
- 3.1.4 For 2019/20 the HRA outturn was a balanced position. £144k less reserves were used than was budgeted for. This was driven by an increase in the amount of interest received, vacancies in supervision and management and higher rental income than was predicted. These more than offset the overspend in repairs and maintenance and depreciation charges which were driven by an increase in property values. As part of budget setting for 2020/21 a four year budget was approved at Council on the 24th February 2020. This is currently being reviewed in light of the impact of Covid and a new three year budget is currently being developed which it is anticipated will be completed by the end of November in time for rent setting.
- 3.1.5 In light of the Covid pandemic monthly returns have been submitted to Government to report the income losses that are projected across the Council. A figure of £2M has been included in terms of projected income lost as a result of an increase in tenants moving to Universal Credit and the potential loss in rental income for the year for the HRA.
- 3.1.6 Whilst the 30 year business plan will be fully reviewed and prepared, priority is being given to the preparation and delivery of our financial recovery plan for the HRA as a result of the ongoing pandemic.
- 3.1.7 The collection of income from rents of £23.7M per annum is fundamental to the stability of the Housing Revenue Account as is the proactive management of rent arrears. Council has agreed to a new software system, which is currently being procured to enable the team to manage arrears more effectively.
- 3.1.8 In March 2020 rent arrears were being maintained at approximately 3% of the total annual rent debit, however during April 2020 there was a 'sevenfold' increase in Universal Credit claims due to lockdown, furlough, the self-employed being unable to work, alongside many tenants experiencing redundancy. We anticipate that there will be further impacts in relation to redundancy numbers, and financial hardship experienced by many families during the remainder of the financial year.
- 3.1.9 Universal Credit is ordinarily challenging to manage, however the total value of arrears debt where the method of payment is Universal Credit rose from 50% to 60%. In response to the Coronavirus Act 2020 directing all landlords to shift the focus from enforcement to financial support to tenants, our response has been proactive and supportive of our tenants:-

OVERVIEW AND SCRUTINY

3rd September 2020

- The Housing Services team were reorganised to provide additional capacity and to focus on early intervention and financial support.
- Strong collaboration with Customer Services and Revenues and Benefits to maximise payments, minimise escalation of low level arrears and referral to specialist benefit advisors in complex cases.
- Council have recently approved the business case to purchase analytical caseloads where 'technical' arrears present and supporting those cases requiring intensive weekly intervention. We are currently procuring the system.
- The initial reorganisation of staff/ teams was not as effective as originally anticipated so a specialist rent team with one dedicated team leader has been established over the last eight weeks and is now achieving a positive effect on performance.
- As of the beginning of August 2020 rent arrears were £1.2M.
- Arrears as a percentage of the rent debit has continued to rise from 3.5% when reporting began at the start of April 2020 to 5.22% as at 10th August 2020.

3.2 Legal Implications

- 3.2.1 The Council operates as a social landlord and is therefore required to comply with corporate policies, financial regulations, contract procedure rules, statutory returns and regulatory standards set by the Government.
- 3.2.2 There are a significant number of our housing policies which require amendment alongside recommended new policies as we implement our improvement programme, the new housing management system and revised ways of working.
- 3.2.3 Authority is sought for the relevant Head(s) of Service to have delegated authority to amend/update or create such policies in order to meet our legislative duties and new working arrangements in consultation with the Portfolio Holder. Anything where there is a discretion or fundamental change in policy will be duly brought to Executive/Council as required for Member consideration.

3.3 Background Information

- 3.3.1 Members of the Executive Committee originally endorsed a three year Strategic Improvement/Action Plan in September 2018 (2018-2021).

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- 3.3.2 This report and updated plan provides Members with a comprehensive update and overview to date on all aspects of the plan, two years into our three year plan.
- 3.3.3 The pandemic (Covid 19) has wrought profound impacts across all aspects of housing services and of course Council services delivered in Redditch. Our tenants and communities have been faced with unprecedented challenges and in many instances have relied greatly upon us as a landlord. Our managers, staff and teams have responded in a positive, proactive way. Despite the many challenges, emergency and essential services have been maintained alongside key front line services wherever possible, albeit by different and revised ways of working and delivery.
- 3.3.4 Whilst inevitably there has been a need to prioritise and revise our plans, including the Improvement Plan, we have remained focused on our fundamental purpose(s) and priorities, established and endorsed by members right from the outset of our improvement journey:-
- Key delivery towards our Strategic Purposes and predominantly “Finding Somewhere to Live”.
 - Focus on making sure our tenants are safe (Compliance).
 - Reduce the time our properties remain empty so we can allocate them to provide homes (Voids).
 - Ensure repairs and maintenance is done quickly to a good standard, first time, to provide good homes (Repairs & Maintenance).
 - Ensure tenants are housed in appropriate properties (Allocations).
 - Deliver excellence in managing and supporting tenants (Tenancy/ Locality).
 - Support and protect those most vulnerable (Homelessness).
 - Engage and listen to our tenants.
 - Rebalance the landlord/tenant relationship – the right balance of independence rights and responsibilities.
- 3.3.5 Not every aspect of the Improvement Plan is referred to in this covering report however the key issues/components are highlighted including significant actions which have, by necessity, been taken.

3.4 Section 1: Corporate

- 3.4.1 All actions have been delivered, however the Leadership/Management Development Programme has been delayed since February 2020 and is due to be launched September/October 2020 by an external provider.

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3.4.2 The Cultural Change Programme is to be reviewed by the Corporate Management Team in August 2020 to incorporate the learning and revised ways of working over the last five months and build on the major programme undertaken throughout the whole organisation.

3.5 Section 4: Voids

3.5.1 The improvement plan sets out all of the elements and actions taken in reviewing and improving voids processes to improve performance and turnaround times.

3.5.2 The following actions have been taken to ensure momentum has been maintained:-

- A comprehensive analysis of voids was undertaken in January 2020 with the remapping of processes to further reduce void costs, rent loss and address increasing costs of providing temporary accommodation.
- A new workflow was created for ending tenancies, including a channel shift for tenants to submit Notice to Quit for dwellings and garages online. This was not only as a response to lockdown but also to instil control and compliance with all the necessary legal aspects of property terminations.
- During the early stages of lockdown our all round void performance was significantly improved with revised arrangements and an ability to address waiting times.
- Whilst the new housing management system will afford enhanced control over the 'end to end' void and allocation processes, we will continue to prioritise efficient void turnaround times to a quality standard, ensuring decent homes are available quickly.
- Void numbers (at 12th August 2020) have been reduced from a peak of over 120 voids to the current voids levels of 34 'in-house' and 18 larger scale capital voids.

3.6 Section 5: Compliance/Capital Works

3.6.1 The Improvement Plan does not reflect the significant amount of work undertaken by the teams in ensuring compliance in all aspects of delivery of our landlord services. The following updates can be provided:-

Fire Safety Compliance

3.6.2 The key statutory requirement is the Regulatory Reform (Fire Safety) Order 2005 (RRO) which requires Redditch Borough Council (RBC) to undertake regular assessments by a competent person of the fire safety risks of a residential block of flats.

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3.6.3 The Capital & Compliance team have been carrying out new Fire Risk Assessments (FRA) of the blocks over the last 12 months along with detailed Building health checks to ensure that the integrity of the buildings are not breached.

3.6.4 The following works have been completed

- All high-risk buildings have had a new FRA completed by external consultants, with detailed health checks undertaken.
- A new fire safety policy has been drafted.
- All fire alarm systems and emergency lighting are maintained and serviced as required by legislation.

3.6.5 The following areas of work were placed on hold due to the COVID19 pandemic

- Medium and low risk FRAs were suspended and these are due to be restarted in September 2020.
- Medium & low risk health checks were suspended, and these were restarted in July 2020.
- Fire compartmentation and fire door upgrade works were suspended and are due to restart in September 2020.

Electrical Compliance

3.6.6 The key statutory requirement is the British Standard BS 7671 Requirements for Electrical Installations (also known as the IET Wiring Regulations) requiring Redditch Borough Council (RBC) to undertake regular assessments known as an Electrical Inspection Condition Report (EICR) by a competent person.

3.6.7 The Capital & Compliance team have been carrying out (EICRs) of the communal areas within blocks and domestic properties over the last 10 months, along with detailed assessments of smoke detection within the domestic properties.

3.6.8 The following work has been completed

- Of the 288 communal blocks that fall under the 5-year cycle for EICRs, we have completed 282 electrical inspections. The 6 communal areas where access is an issue are by necessity following a legal route to ensure compliance.
- A new electrical safety policy has been drafted.
- The electrical RCD protections have been upgraded in communal areas.

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- 261 EICRs are satisfactory and all necessary category 1 remedial works have been completed.
- 17 communal areas within the blocks have works currently being undertaken, to ensure a satisfactory EICR is received.
- There are 5678 domestic properties that require EICRs with 3422 properties completed.
- The remaining 2256 properties have been scheduled in for the inspections with two external contractors, with surveys currently being undertaken.

3.6.9 The following areas of work were placed on hold due to COVID19 pandemic

- EICRs where the tenant has requested us not to attend.
- Asbestos removal due to location of meter which impacts on the ability to undertake an EICR.
- Areas which the council do not have access to, e.g. tenants external store cupboards.
- Upgrade of electrical systems which require access and works within tenants' flats. These works have now been scheduled to start in September 2020.
- Court injunctions for properties where we have exhausted our no access processes.

Asbestos Compliance

3.6.10 The key statutory requirement is the Control of Asbestos Regulations 2012 (CAR) which requires Redditch Borough Council (RBC) to undertake an asbestos survey to confirm locations of asbestos containing materials within communal areas.

3.6.11 The Capital & Compliance team have been carrying out Asbestos surveys within the domestic stock which may potentially disturb and Asbestos Containing Materials.

3.6.12 The following work has been completed

- 388 block surveys, and 112 re-inspections undertaken to ensure compliance.
- An internal audit report undertaken and completed.
- A new asbestos policy has been drafted.
- Asbestos awareness training delivered to all staff within the Capital, Compliance and Corporate Property teams.

3.6.13 The following areas of work were placed on hold due to COVID19 pandemic:-

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- Re-inspections of domestic properties, now scheduled to restart in October 2020.
- Removal of asbestos in blocks where major works are due to start, and now rescheduled in accordance with the revised capital projects programme.
- Asbestos management surveys in domestic properties. We envisage these works to start in October 2020 and run over into next financial year.
- Asbestos awareness training for R&M, Gas and Voids teams to be completed by the end of September 2020.

Gas Compliance

3.6.14 The key statutory requirement is that RBC adhere to the Gas Safety (Installation and Use) Regulations 1998 (as amended) with a legal requirement for RBC to perform a gas safety check every twelve months, and to maintain the associated paperwork. The Capital & Compliance team have recently taken responsibility for the interim management arrangements to ensure compliance with gas safety.

3.6.15 The team have recently identified the need for an essential programme of work to fit (additional) flue brackets to ensure compliance with the Gas Safety Regulations. These corrective work(s) will be undertaken over the next six to eight weeks, and will be carried out by an external contractor to enable the in-house team to concentrate on the required annual gas servicing and certification. Tenants will be advised in advance of the need to undertake essential upgrade work to flues and boilers, where identified by inspection.

3.6.16 The following works have been completed,

- A new draft gas policy has been written.
- Interim operational management arrangements in place, with consultancy support to the gas engineers and Gas Supervisor.
- A review undertaken of current procedures and processes, supported by a skills evaluation, and tool box talks, to ensure all staff comply with the regulations.
- The Capital Programmes and Contracts Manager has taken up the role of Duty holder on an interim basis until the new Mechanical and Electrical Manager is in post full time.
- New registration of staff endorsed with Gas Safe, and access to the portal allowing all key staff to receive information direct from the regulator.
- Third party audits re-introduced.
- New procedures drafted to address 'no access issues'.

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- Sub-contractor procured to ensure high risk works are completed when in-house labour is not available.
- New IT system being developed to manage the gas service through the new procured Asset management system (Asprey).
- A review undertaken of all gas repairs and tenant heating/hot water related issues to ensure that the reporting/recording is now logged onto the SAFFRON housing system. This will be fully implemented by 1st September 2020.

3.7 Section 7: Repairs & Maintenance (including Voids/Gas/Electrics)

- 3.7.1 Throughout lockdown and phased return to full business, we retained essential services at all times, including Out of Hours and emergency repairs. Gas servicing has been maintained and essential equipment and adaptation services continued.
- 3.7.2 Only essential electrical works were completed during lockdown with other non-essential works recorded for future reference and programming.
- 3.7.3 When not dealing with emergency repairs, the team have concentrated on work to void properties and external works, which reduced the overall voids numbers.
- 3.7.4 Operational Risk Assessments (RAs) including those for staff visiting tenants in their homes were completed and were compliant with government guidance and have been regularly reviewed. The RAs were also shared with our contractors.
- 3.7.5 Staff were placed on a rota, initially one week in three, moving to two weeks in three as advice changed. This was to ensure that we retained resilience in the work force. Managers and supervisors were also on an office/depot rota to support operational staff throughout. All teams have now returned to full time working.
- 3.7.6 The Stores team sourced and monitored requirement for personal protective equipment (PPE) throughout the pandemic. They have also maintained supplies of essential equipment and materials. However, materials such as glass, plastics and fencing materials were difficult to source during lockdown and still are.
- 3.7.7 We have recruited to a number of posts during the pandemic including a new Housing Property Services Manager and a Mechanical & Electrical Manager. Interviews for vacant posts were carried out part remotely via Skype and Teams.
- 3.7.8 Key points to note since October 2019:-

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- In order to ensure strict financial control, weekly finance tracker meetings between Housing Property Managers and the Finance Team were implemented and strict budget limits were agreed, to help balance the 2019/20 budget.
- The number of operational vehicles used by the in-house work force was reduced by 11. This was achieved by reducing the numbers of staff and implementing vehicle sharing on voids and E&A.
- Operational staff numbers have been reduced through a reduction in the number of agency staff being used, Voluntary Compulsory Redundancies, retirements and resignations. Currently our work force numbers have reduced from 54 to 37 operatives.

3.8 Overview

3.8.1 All of the identified areas within the Improvement Plan continue to be developed, managed and regularly reviewed and reported. The impacts of the pandemic have necessitated a review of priorities, plans and timescales to ensure we continue to deliver essential services and resume business across all areas of housing as soon as possible.

3.8.2 The Plan(s) remain focused but also flexible to ensure we deliver the necessary change and improvements, although over a longer period of time. Heads of Service, Managers and all the teams are working incredibly hard to ensure we deliver our services in an integrated way in a complex environment whilst remaining true to tenant and community focused work.

3.8.3 It is natural to focus on the areas which have experienced some delays, and there to be the necessary reassurance provided in relation to critical services. Member scrutiny and challenge is fundamental and welcomed in our improvement journey, however given that it is two years since the Improvement Plan was agreed, the following achievements and developments should be recognised:-

- We have remained focused on delivering our strategic vision and priorities.
- Strengthened leadership and management.
- Major improvement in contract and contractor management.
- Management of the Capital Programme (Stock Condition Survey).
- Health & Safety with priority given to identified essential and urgent works (compliance areas)
- Greater degrees of integrated working across the service areas.
- Major review of policies and procedures alongside revised working arrangements.

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- Service reviews undertaken – Community & Housing Management, Housing Options, Housing Capital, St. David's House.
- Working towards delivery of a new integrated Housing Management IT system.
- Planned housing growth programme development, with additional stock acquired.
- New cleaning contract procured and in place for Evesham Mews, the Batchley three storey flats and Woodrow Centre.
- Improved void performance.
- Proactive response in support of tenants throughout the period of the pandemic. This includes our response to rough sleepers, homelessness and community support.

3.9 Human Resources & Staffing Implications

All of the management and service reviews carried out and those detailed over the next twelve months will be undertaken fully in accordance with our agreed Human Resources policies. Full consultation will be undertaken with the Trade Unions and all staff impacted by any review proposal(s).

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3.10 Customer/Equalities & Diversity Implications

A wide range of people, groups of people and our communities are affected by current and future actions. Specifically tenants, future tenants, leaseholders, residents of the Borough and those seeking support and advice in all housing matters.

4. RISK MANAGEMENT

4.1 Risk logs are maintained and regularly reviewed at both corporate and service levels.

4.2 The following risks remain categorised as high risk areas for these service(s) as recently reviewed as a result of the pandemic and revised management arrangements.

- (i) Financial risks – Housing Revenue Account and General Fund – long term financial sustainability. Income recovery and debt management.
- (ii) Failure to effectively manage housing repairs and maintenance.
- (iii) Failure to deliver on compliance, regulatory and health and safety. Priority area identified to complete gas boiler/flue bracket rectification works.
- (iv) Failure to manage presenting homelessness and pressure on temporary accommodation.
- (v) Failure to manage backlogs of work.
- (vi) Delays on delivery of the improvement programme.

5. APPENDICES

Appendix 1: Strategic Improvement/Action Plan – August 2020

6. BACKGROUND PAPERS

HRA Outturn Report January 2020

7. AUTHOR OF REPORT

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1. CORPORATE

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|------------|---------------------------------|-----------------------------------|--------------------------|--|---|
| 1.1 | Capital Procurement & Contracts | Jayne Pickering/ Claire Felton | October 2018 | Comprehensive assurance/ audit report to Audit, Governance & Standards Committee | Initial report completion October 2018. Last assurance report to Audit, Governance & Standards October 2019. Further update report to Audit, Governance & Standards January 2020. Completed |
| 1.2 | Delivery to Strategic Purpose | Sue Hanley | Throughout recovery plan | Delivery of actions to plan:- <ul style="list-style-type: none"> • Member & Portfolio Holder briefings • Staff briefings • Team briefings <ul style="list-style-type: none"> • Review of Corporate Plan Priorities March 2019 | Monitoring/progress reports considered by Executive Committee 5 th February 2019, 9 th July 2019, 10 th December 2019. 8 th September 2020. All Member and staff briefings undertaken throughout the plan period. Report to Executive & Council 2020. Completed. |

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| 1.2 contd | | Deb Poole | Revised date October 2020 | <ul style="list-style-type: none"> Leadership/ Management Development Programme | <p>Report/proposals in preparation for consideration by Corporate Management Team. Subject to provider confirmation, launch anticipated from October 2020.</p> |
| 1.3 | Cultural change | Sue Hanley/ CMT | August 2018 ↓ August 2021 | <p>Team/individual purpose plans</p> <ul style="list-style-type: none"> Manager/team identification of improvement plan(s) Whole programme of change via Staff Survey Programme Board | <p>Vision and Principles endorsed and communicated throughout the organisation Sept 2019. Completed.</p> <p>Cultural Change Programme delivered throughout organisation Nov 2019 to Jan 2020. Team programmes/ action plans agreed. Further review by CMT August 2020.</p> |

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|-----|--|--|--------------------------------|---|--|
| 1.4 | Senior Leadership Team - appraisals | Kevin Dicks Annual CX appraisal to be undertaken by Leader/ Deputy Leader | March 2019 | <ul style="list-style-type: none"> Ensure all appraisals/ supervision is undertaken throughout organisation top to bottom | <p>Completed April 2019</p> <p>Appraisals for Heads of Service responsible for Housing Services. Completed 2019/20. Further annual appraisals to be scheduled during 2021.</p> <p>Performance management arrangements in place. Completed.</p> |
| | Directors/HoS/All Managers – Appraisals | Kevin Dicks/ Sue Hanley/ Jayne Pickering /HoS | March 2019 Ongoing annually | | |
| | Performance Management Arrangements | Sue Hanley Judith Willis Guy Revans | March 2019 | | |
| 1.5 | Leadership & Management Arrangements | Kevin Dicks | April 2019 | <ul style="list-style-type: none"> Senior Management Team Review | <p>Agreed by Executive Committee in January 2020. Completed. Completed –see above.</p> |
| | | | Sept 2018 | <ul style="list-style-type: none"> Formalise arrangements for lead HoS arrangements post consultation | |
| 1.6 | Review of Housing & Community Services Management Team | Judith Willis | January 2019 | <ul style="list-style-type: none"> Service Review Proposals Consultation Staff/TUs Implement Management Team | <p>Service review implemented June 2019. Completed.</p> |

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|-----|--|-----------------|--|---|--|
| 1.7 | Review of Housing Capital/ Property/Compliance Team(s) | Guy Revans | December 2018 Revised date Jan 2020 | <ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team | <p>Due to the COVID19 Pandemic there have been some delays in appointing to posts in the new structure.</p> <p>All internal appointments completed January 2020.</p> <p>For the remainder of the externally advertised posts, recruitment commenced June 2020.</p> <p>The new Housing Property Services Manager (HPSM) now appointed and commences in post end of September 2020.</p> <p>Mechanical & Electrical Manager (M&EM) now in post.</p> |

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|--------------|-------|-----------------|--------------|--------------------|--|
| 1.7 contd | | | | | <p>The service now has Managers in place for all business areas.</p> <p>Appointments to the remaining posts has commenced.</p> |

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2. FINANCE

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|------------|----------------------------|--|---|--|--|
| 2.1 | HRA Viability Plan | Jayne Pickering/ Chris Forrester | Completed | Short to medium term budget created incorporating feedback from CMT, removing budgets no longer required. Option exists to start using affordable rents given the primary focus is revenue as the capital programme has been scaled pending outcomes from the stock condition survey. Future modelling around repairs & maintenance will also then be undertaken. Once the new build programme is understood, capital modelling will be more useful and carried out. | Full budget review for 2019/20 undertaken. Rent setting and budget report to Council February 2020. |
| 2.2 | 30 Year Business Plan | Sue Hanley/ Jayne Pickering/ Chris Forrester | Spreadsheets in place ready to be populated | Requires information from stock condition survey | Full review to be undertaken during financial year 2020/21. The review/ reassessment of the 30 year plan will be undertaken at a later date when all financial impacts on the HRA are known. |
| 2.3 | Medium Term Financial Plan | Sue Hanley/ Jayne Pickering/ Chris Forrester | March 2019 Reviewed annually | As per viability plan | A 4 year budget was approved by Council on 24 th February 2020. Subsequent to this, it was determined that a new 3 year HRA |

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| 2.3 contd | | | | | Medium Term Financial Plan would need to be developed to take into account the impact of Covid and the information gathered post outturn. This is currently a work in progress and is anticipated to be completed by the end of November 2020 in readiness of rent setting. |
| 2.4 | Housing Growth Plan | Sue Hanley/ Judith Willis/ Chris Forrester Matthew Bough/ Derek Allen | September 2018 October 2018 | <ul style="list-style-type: none"> • Continue to develop working model(s) to develop a build programme. • Report to Executive – October 2018 – land/site disposals (HRA land/sites). • Review of Growth Programme. | Report submitted to Executive Committee October 2018. Completed Planning Permission has now been granted for Edgeworth Close, subject to signing s.106 agreement. Work is currently ongoing for the procurement of a development contract via a framework. |

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|--------------|-------|-----------------|--------------|--------------------|--|
| 2.4 contd | | | | | <p>Pre app discussions on redesign for Loxley Close is ongoing to bring this site forward for planning permission.</p> <p>A total of 31 properties have been purchased since January 2019 and a further 8 properties are in the purchase process. Note: As part of the Governments response to Covid-19 there has been a suspension on the repayment of unspent 1-4-1 receipts until 31 December 2020.</p> |

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|-----|---------------|------------------------------|---|--|---|
| 2.5 | Income Growth | Guy Revans/ Judith Willis | March 2019 Annual review undertaken | (i) Review and update recharge policy. | (i) The Recharges Policy endorsed by Executive Committee. Completed Recharges for void properties due to Covid 19 have been delayed and will be implemented during Sept/Oct 2020. The remaining recharges from property and neighbourhood inspections will be implemented as part of the Civica CX configuration in December 2021. |
| | | | March 2019 | (ii) Review and update fees and charges | (ii) Revised fees and charges for repairs and maintenance works - Completed Jan 2020 for implementation April 2020. |

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|--------------|-------|-----------------|--------------|--|---|
| 2.5 contd | | | Dec 2018 | (iii) Consider affordable rents and obtain member agreement New actions | (iii) Member agreement to implement affordable rents on all properties that we buy or build has been implemented. The communications plan to ensure all tenants are aware of the introduction of the new rechargeable repairs policy has been delayed due to Covid, and will now be undertaken as a joint communications plan with the new Tenancy Agreement and Handbook. |

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| 2.5 contd | | | November 2019 | (iv) Review and update service charges | <p>(iv) Review of service charges ongoing. The cleaning contract of key sites has been the first and priority service to be reviewed with a new contract now in place.</p> <p>Approval of these recharges will be via the annual fees and charges report to Executive with an implementation date of April 2021. Note: This update relates to the cleaning contract and is not reliant on the Civica CX system.</p> |
| 2.6 | Review of Revenue Spending by all service areas | Guy Revans/ Judith Willis | Feb 2019 (for budget planning) April 2019 to Nov 2019 for 2020/21. | <ul style="list-style-type: none"> • Staffing • Contracts • Materials • Support and administration | <p>(i) In year savings of £500K were targeted from the Repairs & Maintenance budget. Outturn savings of £367K were achieved.</p> <p>(ii) Internal work and work sent to contractors is currently restricted to essential spend only.</p> |

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| 2.6 contd | | | | | <p>(iii) Housing property revenue spending during the 2nd half of 2019/20 was significantly reduced, by imposing tighter controls, reducing spend with contractors, establishing a working group with Financial Services to monitor budgets on a fortnightly basis and ensuring that capital works were identified and charged to capital budgets.</p> <p>(iv) Working practices have been changed to reduce vehicle numbers across the responsive repairs, voids and equipment and adaptations teams from 41 to 28.</p> |

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|--------------|-------|-----------------|--------------|--------------------|--|
| 2.6 contd | | | | | <p>(v) The in-house workforce across the responsive repairs, voids and equipment & adaptations teams has been reduced from 54 to 37 by removing agency staff and a number of staff members taking VCR.</p> <p>(vi) Procurement of materials has been improved by procuring via a framework and reducing the number of suppliers that we now deal with and also the control of materials has also been improved, however, this will be further improved with the introduction of the new computer systems in Housing.</p> |

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| 2.6 contd | | | | | <p>(vii) Monthly budget meetings being held with Senior Officers and the Portfolio Holder.</p> <p>(viii) Savings have been achieved through the ending of agency staff in Housing locality/ housing options and requests for voluntary redundancies accepted.</p> |

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3. STAFFING/SERVICE REVIEWS

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|-----|--|-----------------|--|--|--|
| 3.1 | Review of Housing Options & Advisory Team | Judith Willis | Proposals January 2019 Revised timescale February 2020 | <ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team | <p>Initial service review was completed in February 2020. Completed. A further review will be now undertaken as part of the Locality Services Review. This will take into account the need for additional support to prevent homelessness in the private sector. Self-service; an improved triage system alongside improved pre-tenancy services will be introduced as a consequence of Covid 19.</p> |
| 3.2 | Housing Older Peoples Accommodations Review including St. David's House Category A Schemes | Judith Willis | Revised date October 2019 | <ul style="list-style-type: none"> • Review funding allocation from WCC, currently being negotiated • Review Older Persons Strategy • Gather demand data • Understand the flow • Identify waste • Identify legal requirements • Links to allocation policy review | <p>The Service Review of the Extra Care Scheme has been undertaken and a new structure implemented in October 2019. Completed.</p> |

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|--------------|-------|-----------------|--------------|--------------------|--|
| 3.2 contd | | | | | <p>Future developments - Funding from WCC has remained stable however long term commitments remain uncertain. Officers are currently reviewing the finances and the cost of this service to the Council. Options to make the service cost neutral are being considered and, as appropriate, a business case will be produced.</p> <p>Costs to the service as a consequence of Covid have increased with extra staffing hours to ensure compliance with above Govt Guidelines and risk assessments. These have been balanced with a major reduction in Agency costs following the service review.</p> |

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|--------------|----------------------------|-----------------|--|---|---|
| 3.2 contd | | | | | The review of the Home Support Service will now be included with the Locality Services Review. |
| 3.3 | Gas Services Business Case | Guy Revans | Present to Executive in October 2019 Revised date for Business Case review October 2020 | <ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Prepare business case • Review & draft staffing structures • Consult with Staff/TUs • Implement new structure | <p>The business case has been received with the key recommendation that the gas service should be considered as part of the wider change programme/ review for Repairs & Maintenance, Voids and E&A teams.</p> <p>The Head of Service will bring forward proposals for the Change programme and service review by October 2020.</p> |

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|-----|---------------------------------------|-----------------|---|---|---|
| 3.4 | Review of Housing Management Services | Judith Willis | March 2019 ↓ Dec 2019 (Revised timescales) October 2020 ↓ February 2021 | <ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Tenant involvement • Prepare business case • Review & draft staffing structures • Consult with Staff/TUs • Implement new structure | The service review was due to be consulted upon with Staff and TU's in April 2020, however a hold was put on this due to the impact of Covid 19. With the support of the TU's the review will now be taken forward from September 2020 |
| 3.5 | Review of Performance Management Team | Judith Willis | March 2019 ↓ Dec 2019 (Revised timescales) December 2021 | <ul style="list-style-type: none"> • Understand the work flows • Identify waste • Identify legal requirements • Tenant involvement • Review & draft staffing structures • Prepare business case • Consult with Staff/TUs • Implement new structure | The work of this team is integral to the Housing IT system. Therefore a review of this service will now be undertaken once the new Civica System is implemented. Savings have been achieved within the service following 2 Officer retirements. |

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|-----|---|----------------------------|---|--|---|
| 3.6 | Review of All Repairs & Maintenance Teams | Guy Revans/ Ian Roberts | Revised timescales for Review & Change Programme Sept 2020 ↓ February 2021 | <ul style="list-style-type: none"> • Understand the work flows • Identify waste • Identify legal requirements • Tenant involvement • Review & draft staffing structures • Prepare business case • Consult with Staff/TUs • Implement new structure | <p>COVID19 has delayed the start of the service review and change programme for responsive repairs, voids and equipment and adaptations teams. It was originally planned to commence April 2020 with the Business Support team first. The delay has given officers an opportunity to review the programme.</p> <p>Phase 1 commences August 2020. Phases 2 and 3 to be proposed by October 2020</p> <p>The externally commissioned report has been received and will be used to inform the review programme.</p> |

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4. VOIDS

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|-----|---------------------------|-----------------------------------|-----------------------------------|---|--|
| 4.1 | Review process end to end | Helen Keightley / Louise Peace | 30 th Oct 2018 | <ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Links to allocations & policy review | <p>Completed</p> <p>Weekly voids and allocations meetings are now in place including temporary accommodation lets. This includes all key officers from Housing Property and Locality.</p> |
| 4.2 | Redesign voids process | Helen Keightley/ Louise Peace | 30 th November 2018 | <ul style="list-style-type: none"> • Tenant involvement • Clarify roles and responsibilities | <p>Original Voids process redesign. Completed.</p> <p>New procedures are now in place for ending tenancies. Once the Locality service review has been implemented there will be annual inspections that will reduce void repair costs. Civica CX will also assist in being able to track end to end process on voids and monitor performance.</p> |

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| 4.3 | Agree voids standard | Helen Keightley/ Louise Peace | Revised timescale January 2020 | End to end | A revised voids standard has been drafted, however consultation has been delayed due to Covid. It will now be produced as part of the wider voids policy. In the interim the teams are working to the draft standards. |
| 4.4 | Agree measures | Judith Willis Guy Revans | 31 st December 2018 | <ul style="list-style-type: none"> • Discuss at DMT & with Portfolio Holder(s) • Consider good practice elsewhere • Draft & trial measures • Refine & implement | <p>Completed</p> <p>Endorsed by Executive Committee February 2019.</p> |
| 4.5 | Restructure service delivery and workforce | Judith Willis Guy Revans | Revised timescale October 2020 ↓ January 2021 | <ul style="list-style-type: none"> • Review & draft staffing structures • Prepare business case • Consult with staff/TUs • Implement new structure | <p>This continues to be undertaken by delivery of the revised management and service reviews.</p> <p>The general voids turn around and backlog has improved and is being managed proactively.</p> |

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| 4.5 contd | | | | | <p>We are currently packaging the capital voids into a number of contracts to ensure that revenue costs are minimised and economies of scale are maximised.</p> <p>See 3.6 re work force restructuring</p> |
| 4.6 | Look at how we prevent damage to properties that leads to large scale refurbishment projects | Jas Sidhu Ian Roberts Helen Keightley | January 2020 | <ul style="list-style-type: none"> • Develop a risk based inspection programme • Review enforcement procedures & how this is communicated to tenants | <p>The review of tenancy team and role of Tenancy Officers will include a focus on inspections. Officers will be trained on fit for habitation and pre termination inspections.</p> <p>Work has been ongoing to improve working between the tenancy and repairs teams to embed a culture of shared responsibility to monitor standards of properties, e.g. annual</p> |

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| 4.6 contd | | | | | compliance inspections to be reporting damage to properties. |
| 4.7 | Look at recharges and enforcement policy and procedures – draft policy. | Ian Roberts | Revised timescale March 2021 | Further review to be undertaken with Tenancy Policy. | Formed part of the recharges policy that was approved by Executive Committee on 29 th October 2019. Complete but requires completion of the Tenancy Policy to implement together. This has been delayed due to the COVID19 pandemic. |

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5. COMPLIANCE/CAPITAL WORKS

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------|--|--------------------------|-----------------------------------|--|-------------------------|----------|-------------|-------|----------------------|--------------------|-------|-----|-------|--------|---------------------|-------|-----|-------|--------|--------------------|-----|---|-----|--------|------------------|---|---|---|------|-------------|-----|---|-----|------|----------------|------|---|------|------|--|
| 5.1 | Undertake Stock Condition Survey and analyse results | Jas Sidhu/ Guy Revans | Revised timescale January 2020 | <p>Commission Stock Condition Survey and appropriate software to gather and analyse data. Draft indicative results December 2018 and full analysis by March 2019</p> <table border="1"> <thead> <tr> <th>Property Group</th> <th>Surveyed</th> <th>Un-surveyed</th> <th>Total</th> <th>%Surveyed/ Cloned</th> </tr> </thead> <tbody> <tr> <td>Houses & Bungalows</td> <td>2,146</td> <td>144</td> <td>3,592</td> <td>95.99%</td> </tr> <tr> <td>Flats & Maisonettes</td> <td>1,030</td> <td>174</td> <td>2,117</td> <td>91.78%</td> </tr> <tr> <td>Residential Blocks</td> <td>600</td> <td>2</td> <td>602</td> <td>99.67%</td> </tr> <tr> <td>Community Office</td> <td>2</td> <td>0</td> <td>2</td> <td>100%</td> </tr> <tr> <td>Garage Site</td> <td>197</td> <td>0</td> <td>197</td> <td>100%</td> </tr> <tr> <td>Car Park Sites</td> <td>1044</td> <td>0</td> <td>1044</td> <td>100%</td> </tr> </tbody> </table> <p>The table above shows the final numbers of surveyed properties</p> | Property Group | Surveyed | Un-surveyed | Total | %Surveyed/ Cloned | Houses & Bungalows | 2,146 | 144 | 3,592 | 95.99% | Flats & Maisonettes | 1,030 | 174 | 2,117 | 91.78% | Residential Blocks | 600 | 2 | 602 | 99.67% | Community Office | 2 | 0 | 2 | 100% | Garage Site | 197 | 0 | 197 | 100% | Car Park Sites | 1044 | 0 | 1044 | 100% | <p>Current survey numbers that have been achieved are contained within the table.</p> <p>The survey detail obtained to date has provided sufficient information to develop the future capital programme proposals.</p> <p>The survey detail includes the following:-</p> <ul style="list-style-type: none"> Age and condition data for property components; |
| Property Group | Surveyed | Un-surveyed | Total | %Surveyed/ Cloned | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Houses & Bungalows | 2,146 | 144 | 3,592 | 95.99% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Flats & Maisonettes | 1,030 | 174 | 2,117 | 91.78% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Residential Blocks | 600 | 2 | 602 | 99.67% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community Office | 2 | 0 | 2 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Garage Site | 197 | 0 | 197 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Car Park Sites | 1044 | 0 | 1044 | 100% | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

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| 5.1 contd | | | | | <ul style="list-style-type: none"> • The elements required for a full Decent Homes analysis; • The 'minimum' RdSAP elements necessary to return an indicative SAP score under the RdSAP 9.93 methodology <p>We are now carrying out a final data evaluation prior to the stock condition report being produced which is due to be completed by 31/12/20.</p> |

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|------------|---|--------------------------------------|--------------------------------|--|--|
| 5.2 | Agree resource framework for capital works | Jas Sidhu/ Guy Revans/ Finance | December 2018 Annual review | Set indicative capital budget for 2019/20 | A reduced capital budget forms part of the HRA budget for 2019/20. Completed |
| 5.3 | Develop and agree 5 year programme of works | Jas Sidhu/ Guy Revans | Revised date April 2021 | Consult with members and tenants on priorities and programme timetable | An initial programme of capital works was completed and agreed in Feb 20. COVID19 has delayed the future setting of works programmes due to system implementation delays and the necessary consultation with members and tenants. A revised 5 year programme will be completed by 31 st March 2021 subject to COVID19 restrictions and reprioritisation of works. Works scheduled for 20/21 have been re-prioritised alongside strict social distancing guidelines. Major delays on start dates and some programmes placed on hold until we can reach a satisfactory level 1 in the governments COVID19 guidelines to re-start works. |

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| 5.3 contd | | | | | <p>Other works have been identified to compensate where contracts were delayed or placed on hold. This includes cyclical painting works, estate improvements, car parking refurbishments and Communal door(s) upgrades.</p> <p>We are working closely with finance to produce a revised programme for this and the next four financial years.</p> |
| 5.4 | Review and agree procurement framework for major works programme | Jas Sidhu/ Guy Revans | March 2020 | Programme to be drawn up with prioritised works/programme | A formalised procurement framework has been completed with key contracts already being procured. Completed |

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| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
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| 5.5 | Develop Asset Management Strategy | Jas Sidhu/ Guy Revans | Revised date 31 st March 2021 | Prepare draft strategy | <p>The asset management strategy has been delayed due to COVID19 and its dependencies on a number of other strategies.</p> <p>The asset management strategy is required to provide property asset management for the future with both financial and non-financial benefits.</p> |
| 5.6 | Embed Stock Condition Survey (SCS) into new housing management IT systems, if appropriate | Jas Sidhu/ IT Project team | 2020/21 | Build into the Housing Project Board Work Plan | <p>The decision has been taken to use the Asprey system for asset management with integration to Civica CX.</p> <p>Work is ongoing and the project has moved on considerably. The initial training is booked for w/c 24/8/20.</p> <p>Other modules are being completed in tandem with the main system and they are all due to be completed at various times. The full system is scheduled to go live the 31st December 2020.</p> |

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6. POLICY/PROCEDURES

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|------------|--|------------------------------------|--|--|--|
| 6.1 | Review of Allocations Policy | Judith Willis/ Amanda Delahunty | Revised timescale March 2021 | <ul style="list-style-type: none"> • Report to Executive/ Council • Undertake required consultations • Finalise policy • Implement with required IT system • Train staff on new policy • Ongoing review and update | <p>Completed and agreed via Executive/Council.</p> <p>An IT system has been procured and will be operational by March 2021 enabling the Policy to be fully implemented. This has been delayed due Covid.</p> |
| 6.2 | Review of Tenancy Agreement and Handbook | Judith Willis Jayne Baylis | March 2019 Revised date for completion (see update) | <ul style="list-style-type: none"> • Gain feedback on current agreement • Consult with tenants • Draft new Agreement & handbook • Seek approval via Executive Committee • Make available on-line | <p>The new Tenancy Agreement was approved by Executive Committee on 29th October 2019. Notices of Variation to advise tenants of the changes are required in advance of implementation.</p> |

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|--------------|---|---|-------------------|---|---|
| 6.2 contd | | | | | The Housing Tenancy & Advisory Manager has identified some omissions and the Agreement needs to dovetail with the Tenancy Management Policy (currently in draft). The Agreement is therefore under review with the issue of the handbook to follow in April 2021. |
| 6.3 | Review Tenant Engagement Arrangements with tenant involvement in all service reform/policy review | Sue Hanley Guy Revans Judith Willis | 2018 ↓ 2021 | <ul style="list-style-type: none"> • Tenant consultation on all review of policy/procedures • Programme of reviews to be agreed • Wider place/locality based engagement to be considered | Tenant involvement will form part of the Locality service review with a view to it being embedded across and within the team priorities. |

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7. REPAIRS & MAINTENANCE

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|-----|---|-----------------|---|--|---|
| 7.1 | Review of R&M service and processes end to end (including repairs & maintenance, voids, aids & adaptations) | Ian Roberts | Revised date to commence October 2020 ↓ January 2021 | <ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Links to voids and aids and adaptations | See update at 3.6 |
| 7.2 | Redesign R&M processes | Ian Roberts | 31 st March 2020 Revised to May 2021 | <ul style="list-style-type: none"> • Tenant involvement • Clarify roles and responsibilities • Risk based inspection regime • Agree what work to be undertaken in-house and that commissioned externally | See update at 3.6 |
| 7.3 | Agree Schedule of Rates service and quality standards, including performance and productivity arrangements (workforce & external provision) | Ian Roberts | Phase 1 June 2020 Phase 2 January 2021 Phase 3 To be advised | <ul style="list-style-type: none"> • Team and individual performance plans | <p>To fully implement the new systems and processes we are dependent on the introduction of the new Housing IT system in full.</p> <p>Due to Covid 19 restrictions the start of the review and new ways of working have been delayed.</p> |

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| 7.3 contd | | | | | Work is now expected to start in Sept 2020, including the introduction of schedule of rates and or standard minute values, based on National Federation rates and revised performance management arrangements. |
| 7.4 | Agree measures | Guy Revans Ian Roberts | 31 st March 2019 | Consider revised measures | Completed. These will be reviewed again as part of the Repairs and Maintenance review to ensure the measures reflect new working practices. |
| 7.5 | Consider Recharges, Enforcement policy and procedures | Ian Roberts | 31 st March 2019 | <ul style="list-style-type: none"> • Draft policy and procedures • Tenant/Member involvement | See comments in section 4.7 |

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8. GOVERNANCE/PERFORMANCE/MEASURES

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|-----|---|---|--|---|--|
| 8.1 | Provide progress reports to Executive Committee on delivery of Recovery/ Action Plan | Sue Hanley/ Judith Willis/ Guy Revans/ | Quarterly commencing January 2019 April 2019 December 2019 | Progress and Exception Report Revised Forward Plan dates for Executive and Overview & Scrutiny | Executive consideration of progress reports as proposed/ agreed. Completed. |
| 8.2 | Review the performance measures for landlord services (in the context of government expectations/ housing sector scorecard) | Jayne Baylis/ Ian Roberts/ Emma Cartwright/ Paul Calland | Sept 2018 ↓ Dec 2018 | Report to CMT/ Housing Portfolio/ Members | Completed |
| 8.3 | Review the performance of non-landlord services (in the context of government expectations/ housing sector scorecard) | Brenda Holden/ Derek Allen/ Judith Willis/ Paul Calland | Sept 2018 ↓ Dec 2018 | Report to CMT/Housing Portfolio Members | Completed |
| 8.4 | Agree revised set of standards/ measures for housing services | Judith Willis/ Guy Revans/ Paul Calland | December 2018 | To coincide with budget framework and revised structure for Housing Services and consult with Members | Completed |
| 8.5 | Review the scrutiny arrangements for landlord services | Sue Hanley/ Judith Willis/ Guy Revans | March 2019 | Consultation with Members and tenants | Improvement Plan updates subject to Overview & Scrutiny prior to Executive Committee consideration |

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9. HOUSING MANAGEMENT IT SYSTEM

| REF | ISSUE | LEAD OFFICER(S) | TIMESCALE(S) | KEY ACTIONS/ TASKS | UPDATE/ PROGRESS REPORT |
|------------|-----------------------------|---|---------------------|--|--|
| 9.1 | Recruitment of Project Team | Sue Hanley/ Judith Willis/ Guy Revans | Dec 2018 | Subject to endorsement by Executive/ Council (Sept 2018) | Completed |
| 9.2 | Detailed specification | Sue Hanley/ Judith Willis/ Guy Revans | February 2019 | Links to other systems | Completed |
| 9.3 | Procurement | Sue Hanley/ Judith Willis/ Guy Revans | March 2019 | | <p>Procurement of the Core Housing Management System. Completed.</p> <p>Asprey will continue to be utilised and developed further for Asset Management and compliance with integration into Civica CX.</p> <p>Additional modules have been procured to ensure that the Asprey system fully meets our needs and will allow us to maximise the system in the management of our housing stock.</p> |

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| 9.3 contd | | | | | <p>Housing Jigsaw has been procured to replace Abritas.</p> <p>Approval was given at Council on 20th July 2020 to fund the procurement of a Rent software system that will integrate with the current Saffron system and the future Civica CX. The need for this additional software was a consequence of the impact of Covid 19 on tenant arrears.</p> |
| 9.4 | Selection of supplier | Sue Hanley/ Judith Willis/ Guy Revans | May 2019 | | Completed |

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| 9.5 | Implementation | Sue Hanley/ Judith Willis/ Guy Revans | April 2020 | | <p>The Civica CX implementation was “paused” due to COVID-19 for a period of 2 months due to capacity/ability to hold large workshops. This restarted from 1st June 2020, all work is progressing remotely with the prospect of this continuing during 2020 with a review in Nov 2020. A revised project plan is being developed and it is anticipated the project will complete by December 2021. Asprey has continued to work on the implementation during COVID-19 impacting on BAU and availability of staff to attend training only.</p> |

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| 9.5 contd | | | | | <p>Housing Partners were procured during the COVID19 lockdown, they have been asked to implement the system remotely where possible during 2020 with reviews taking place on this decision in November 2020.</p> <p>All the project plans for the systems will be monitored closely for resource availability and dependencies.</p> |

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