

**1. CORPORATE****STRATEGIC IMPROVEMENT/ACTION PLAN**

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	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	
1.2	Delivery to Strategic Purpose	Sue Hanley  Deb Poole	Throughout recovery plan  June 2019	Delivery of actions to plan:- <ul style="list-style-type: none"> <li>• Member briefings</li> <li>• Staff briefings</li> <li>• Team briefings</li> <li>• Review of Corporate Plan Priorities March 2019</li> <li>• Leadership/ Management Development Programme</li> </ul>	
1.3	Cultural change	Sue Hanley/ CMT	August 2018 ↓ August 2021	Team/individual purpose plans <ul style="list-style-type: none"> <li>• Manager/team identification of improvement plan(s)</li> <li>• Whole programme of change via Staff Survey Programme Board</li> </ul>	
1.4	Senior Leadership Team - appraisals	Kevin Dicks Annual CX Appraisal undertaken by Leader/ Deputy Leader	March 2019	<ul style="list-style-type: none"> <li>• Ensure all appraisals/ supervision is undertaken throughout organisation top to bottom</li> </ul>	
	Directors/HoS/All Managers – Appraisals	Kevin Dicks/ Sue Hanley/ Jayne Pickering/HoS	March 2019		
	Performance Management Arrangements	Sue Hanley Judith Willis Guy Revans	March 2019	<ul style="list-style-type: none"> <li>• Performance Management arrangements for all housing services teams</li> </ul>	

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1.5	Leadership & Management Arrangements	Kevin Dicks	April 2019 Sept 2018	<ul style="list-style-type: none"> <li>• Senior Management Team Review</li> <li>• Formalise arrangements for lead HoS arrangements post consultation</li> </ul>	
1.6	Review of Housing & Community Services Management Team	Judith Willis	January 2019	<ul style="list-style-type: none"> <li>• Service Review Proposals</li> <li>• Consultation Staff/TUs</li> <li>• Implement Management Team</li> </ul>	
1.7	Review of Housing Capital/ Property/Compliance Team(s)	Guy Revans	December 2018	<ul style="list-style-type: none"> <li>• Service Review Proposals</li> <li>• Consultation Staff/TUs</li> <li>• Implement Management Team</li> </ul>	

**2. FINANCE****STRATEGIC IMPROVEMENT/ACTION PLAN**

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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.	75% as capital is pending
2.2	30 Year Business Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	Depends how quickly information comes through. Spreadsheets in place ready to be populated	Waiting for information from stock condition survey	25%
2.3	Medium Term Business Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	-	As per viability plan	75%

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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"> <li>• Building up a working model – visiting Stafford and rural homes to get accurate build costs and see how a build programme can be developed.</li> <li>• Report to Executive – October – land/site disposals (HRA land/sites).</li> </ul>	60% as a model has been worked up, just need the data for it
2.5	Income Growth	Guy Revans/ Judith Willis	Ongoing  March 2019 March 2019  Dec 2018  March 2019	<ul style="list-style-type: none"> <li>• Future considerations/opportunities</li> <li>• Review &amp; update recharges</li> <li>• Review &amp; update service charges</li> <li>• Consider affordable rents and seek member view</li> <li>• Review &amp; update fees and charges</li> </ul>	
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"> <li>• Staffing</li> <li>• Contracts</li> <li>• Materials</li> <li>• Support and administration</li> </ul>	

**3. STAFFING/SERVICE REVIEWS****STRATEGIC IMPROVEMENT/ACTION PLAN**

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3.1	Review of Housing Options & Advisory Team	Judith Willis/ Paul Calland	January 2019	<ul style="list-style-type: none"> <li>• Service Review Proposals</li> <li>• Consultation Staff/TUs</li> <li>• Implement Management Team</li> </ul>	
3.2	Housing Older Peoples Accommodations Review including St. David's House Category A Schemes	Judith Willis	March 2019	<ul style="list-style-type: none"> <li>• Review funding allocation from WCC, currently being negotiated</li> <li>• Review Older Persons Strategy</li> <li>• Gather demand data</li> <li>• Understand the flow</li> <li>• Identify waste</li> <li>• Identify legal requirements</li> <li>• Links to allocation policy review</li> </ul>	
3.3	Gas Services Business Case	Guy Revans	January 2019	<ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Prepare business case</li> <li>• Review &amp; draft staffing structures</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>	
3.4	Review of Housing Management Services	Judith Willis	March 2019 ↓ Dec 2019	<ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Tenant involvement</li> <li>• Prepare business case</li> <li>• Review &amp; draft staffing structures</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>	

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3.5	Review of Performance Management Team	Judith Willis	March 2019 ↓ Dec 2019	<ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste</li> <li>• Identify legal requirements</li> <li>• Tenant involvement</li> <li>• Review &amp; draft staffing structures</li> <li>• Prepare business case</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>	
3.6	Review of All Repairs & Maintenance Teams	Guy Revans/ Ian Roberts	Sept 2019	<ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste</li> <li>• Identify legal requirements</li> <li>• Tenant involvement</li> <li>• Review &amp; draft staffing structures</li> <li>• Prepare business case</li> <li>• Consult with Staff/TUs</li> <li>• Implement new structure</li> </ul>	

**4. VOIDS****STRATEGIC IMPROVEMENT/ACTION PLAN**

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4.1	Review process end to end	Paul Calland	30 <sup>th</sup> Oct 2018	<ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Links to allocations &amp; policy review</li> </ul>	
4.2	Redesign voids process	Paul Calland	30 <sup>th</sup> November 2018	<ul style="list-style-type: none"> <li>• Tenant involvement</li> <li>• Clarify roles and responsibilities</li> </ul>	
4.3	Agree voids standard	Paul Calland	30 <sup>th</sup> November 2018	End to end	
4.4	Agree measures	Judith Willis Guy Revans Paul Calland	31 <sup>st</sup> December 2018	<ul style="list-style-type: none"> <li>• Discuss at DMT &amp; with Portfolio Holder(s)</li> <li>• Consider good practice elsewhere</li> <li>• Draft &amp; trial measures</li> <li>• Refine &amp; implement</li> </ul>	
4.5	Restructure service delivery and workforce	Judith Willis Guy Revans	31 <sup>st</sup> March 2019	<ul style="list-style-type: none"> <li>• Review &amp; draft staffing structures</li> <li>• Prepare business case</li> <li>• Consult with staff/TUs</li> <li>• Implement new structure</li> </ul>	
4.6	Look at how we prevent damage to properties that leads to large scale refurbishment projects	Paul Calland Jas Sidhu Ian Roberts Jayne Baylis	31 <sup>st</sup> December 2018	<ul style="list-style-type: none"> <li>• Develop a risk based inspection programme</li> <li>• Review enforcement procedures &amp; how this is communicated to tenants</li> </ul>	
4.7	Look at recharges and enforcement policy and procedures – draft policy.	Paul Calland	March 2019		

**5. COMPLIANCE/CAPITAL WORKS****STRATEGIC IMPROVEMENT/ACTION PLAN**

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5.1	Undertake Stock Condition Survey and analyse results	Jas Sidhu/ Guy Revans	March 2019	Commission SCS and appropriate software to gather and analyse data Draft indicative results December 2018 and full analysis by March 2019	SCS agreed and software acquired. Recruitment of team pending.
5.2	Agree resource framework for capital works	Jas Sidhu/ Guy Revans/ Finance	December 2018	Set indicative capital budget for 2019/20	
5.3	Develop and agree 5 year programme of works	Jas Sidhu/ Guy Revans	Summer 2019	Consult with members and tenants on priorities and programme timetable	
5.4	Review and agree procurement framework for major works programme	Jas Sidhu/ Guy Revans	Summer 2019	Programme to be drawn up with prioritised works/programme	
5.5	Develop Asset Management Strategy	Jas Sidhu/ Guy Revans	Summer 2019	Prepare draft strategy	
5.6	Embed SCS into new housing management IT systems, if appropriate	Jas Sidhu/ IT Project team	2019/20	Build into the Housing Project Board Work Plan	



**6. POLICY/PROCEDURES****STRATEGIC IMPROVEMENT/ACTION PLAN**

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6.1	Review of Allocations Policy	Judith Willis/ Amanda Glennie	October/ November 2018 ↓ April 2019	<ul style="list-style-type: none"> <li>• Report to Executive/ Council</li> <li>• Undertake required consultations</li> <li>• Finalise policy</li> <li>• Implement with required IT system</li> <li>• Train staff on new policy</li> <li>• Ongoing review and update</li> </ul>	
6.2	Review of Tenancy Agreement and Handbook	Judith Willis Jayne Baylis	March 2019	<ul style="list-style-type: none"> <li>• Gain feedback on current agreement</li> <li>• Consult with tenants</li> <li>• Draft new Agreement &amp; handbook</li> <li>• Seek approval via Executive Committee</li> <li>• Make available on-line</li> </ul>	
6.3	Review Tenant Engagement Arrangements with tenant involvement in all service reform/policy review	Sue Hanley Guy Revans Judith Willis	Sept 2018 ↓ 2020	<ul style="list-style-type: none"> <li>• Tenant consultation on all review of policy/procedures</li> <li>• Programme of reviews to be agreed</li> <li>• Wider place/locality based engagement to be considered</li> </ul>	

**7. REPAIRS & MAINTENANCE****STRATEGIC IMPROVEMENT/ACTION PLAN**

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7.1	Review of R&M service and processes end to end (including repairs & maintenance, voids, aids & adaptations)	Ian Roberts	March 2019	<ul style="list-style-type: none"> <li>• Understand the work flows</li> <li>• Identify waste &amp; efficiencies</li> <li>• Identify legal requirements</li> <li>• Links to voids and aids and adaptations</li> </ul>	
7.2	Redesign R&M processes	Ian Roberts	31 <sup>st</sup> March 2019	<ul style="list-style-type: none"> <li>• Tenant involvement</li> <li>• Clarify roles and responsibilities</li> <li>• Risk based inspection regime</li> <li>• Agree what work to be undertaken in-house and that commissioned externally</li> </ul>	
7.3	Agree Schedule of Rates service and quality standards, including performance and productivity arrangements (workforce & external provision)	Ian Roberts	31 <sup>st</sup> March 2019	<ul style="list-style-type: none"> <li>• Team and individual performance plans</li> </ul>	
7.4	Agree measures	Guy Revans Ian Roberts	31 <sup>st</sup> March 2019		
7.5	Consider Recharges, Enforcement policy and procedures	Ian Roberts	31 <sup>st</sup> March 2019	<ul style="list-style-type: none"> <li>• Draft policy and procedures</li> <li>• Tenant/Member involvement</li> </ul>	

**8. GOVERNANCE/PERFORMANCE/MEASURES****STRATEGIC IMPROVEMENT /ACTION PLAN**

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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 August 2019 January 2020	Progress and Exception Report	
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	
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	
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	
8.5	Review the scrutiny arrangements for landlord services	Sue Hanley/ Judith Willis/ Guy Revans	March 2019	Consultation with Members and tenants	

**9. HOUSING MANAGEMENT IT SYSTEM****STRATEGIC IMPROVEMENT/ACTION PLAN**

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9.1	Recruitment of Project Team	Sue Hanley/ Judith Willis/ Guy Revans	Dec 2018	Subject to endorsement by Executive/ Council (Sept 2018)	
9.2	Detailed specification			Links to other systems	
9.3	Procurement				
9.4	Selection of supplier				
9.5	Implementation		April 2020		