

STRATEGIC IMPROVEMENT/ACTION PLAN – FEBRUARY 2019

1. CORPORATE

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	Comprehensive update to Audit, Governance & Standards Committee in October 2018. Members appraised of all actions undertaken to address identified weaknesses. Members requested a 6 monthly update on the implementation of actions contained within the reports.
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"> • Member briefings • Staff briefings • Team briefings • Review of Corporate Plan Priorities March 2019 	Report to Executive Committee 5 th February 2019 Chief Executive attended/ briefed Member Group meetings. Multiple staff/team briefings held Sept to February 2019. Review day with Leadership/Portfolio Holders held 19 th Oct 2018. Review of Corporate Plan in preparation.

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1.2 contd				<ul style="list-style-type: none"> Leadership/ Management Development Programme 	Leadership/Management Development plan to be developed for Corporate Management Team consideration 1 st May 2019.
1.3	Cultural change	Sue Hanley/ CMT	August 2018 ↓ August 2021	Team/individual purpose plans <ul style="list-style-type: none"> Manager/team identification of improvement plan(s) Whole programme of change via Staff Survey Programme Board 	Revised Action Plan to Staff Survey Programme Board 4 th December 2018. Scheduled for Corporate Management Team consideration on 6 th February 2019.
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 Performance Management arrangements for all housing services teams 	To be arranged
	Directors/HoS/All Managers – Appraisals	Kevin Dicks/ Sue Hanley/ HoS	March 2019		Appraisals for Director and HOS responsible for Housing Services to be undertaken by end of March 2019.
	Performance Management Arrangements	Sue Hanley Judith Willis Guy Revans	March 2019		Team meetings and 1 to 1 meetings with staff are now in place. These are normally monthly but with minimum of 3 per year with operational staff, one of which is a PDR.

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					PROGRESS REPORT
1.5	Leadership & Management Arrangements	Kevin Dicks	April 2019 Sept 2018	<ul style="list-style-type: none"> • Senior Management Team Review • Formalise arrangements for lead HoS arrangements post consultation 	Preparatory work being undertaken Review took place in October 2018 and Director and HOS arrangements are now in place
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 	A service structure has been developed and is being costing by the Financial Services team. Job descriptions have been written and will be job evaluated in January. Intention to consult with the Trade Unions and staff by the end of January.
1.7	Review of Housing Capital/Property/Compliance Team(s)	Guy Revans	December 2018	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	A service structure has been developed and is being costing by the Financial Services team. Job descriptions have been written and will be job evaluated in January. Intention to consult with the Trade Unions and staff late Jan/ early Feb

2. FINANCE

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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
2.1	HRA Viability Plan	Jayne Pickering/ Chris Forrester	Completed	<p>Short to medium term budget created incorporating feedback from CMT. Removal of budgets no longer required.</p> <p>Set a balanced budget for 2019/20.</p>	<p>75% undertaken as capital review is pending</p> <p>Affordable rents have started to be used for new properties added to stock. New build programme is now progressing as Baily Garner appointed as Construction Consultants.</p> <p>Balanced budget has been set for 2019/20. As stock condition survey has experienced delays, work on capital programme not fully assessed. Longer term viability of capital programme to be fully assessed during 2019 to enable capital spend certainty.</p>

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2.2	30 Year Business Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	Dependent on receipt of information from stock condition survey. Spreadsheets in place ready to be populated	Awaiting detailed information from stock condition survey	Initial assessments/ viability of business plan reported to Executive September 2018.
2.3	Medium Term Financial Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	March 2019	As per viability plan	Housing Revenue Account Budget and Rent Setting for 2019/20 recommended to Council via Executive Committee January 2019. Forecast budgets for 2020/21 and 2021/22 detailed. Service delivery design and cost management work ongoing.

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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"> Building up a working model – visiting Stafford and Rural homes to get accurate build costs and see how a build programme can be developed. Report to Executive – October 2018 – land/site disposals (HRA land/sites). 	<p>60% of work completed on developing the model. Additional data required.</p> <p>Report submitted to Executive Committee in October 2018. Endorsed by Council with agreement to declare 10 Council-owned sites surplus. Architects engaged and focusing on Loxley Close and Edgeworth Close as early priority sites.</p> <p>We have formally engaged national construction consultants, Baily Garner, to take on all matters up to and including securing planning permission to build on the agreed sites.</p>

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2.4 contd					To date a further 3 buy back properties have been purchased and another 12 are currently being considered/ evaluated.
2.5	Income Growth	Guy Revans/ Judith Willis	Ongoing March 2019 March 2019 Dec 2018 March 2019	<ul style="list-style-type: none"> • Future considerations/ opportunities • Review & update recharges • Review & update service charges • Consider affordable rents and seek member view • Review & update fees and charges 	<p>(i) Approval given at Executive for properties delivered through the Council Housing Growth Programme be let at Affordable Rent, where permitted. This has been implemented at Marston Close development in respect of 3 properties. The buy back properties currently being purchased will also be let at affordable rents.</p> <p>(ii) A report will be presented to Executive Committee in June 2019 to consider a recharges policy and recommend proposed charges.</p>

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2.5 contd					<p>(iii) The Tenants and Repairs & Maintenance handbooks are currently being reviewed and are at draft stage. Work has also been undertaken on reviewing the current recharges for tenants' repairs.</p> <p>(iv) Fees and charges have been reviewed for 2019/20. Further work to be undertaken during 2019 to greater understand cost and recovery. Fully revised fees and charges will be submitted/ proposed for 2020/21.</p>

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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>Ongoing financial work/ modelling being undertaken. Anticipated spend for 2018/19 has been reduced by over £400k during the financial year.</p> <p>A budget has been set for 2019/20 that only requires the use of £400k from reserves and a balanced budget anticipated for 2020/21. Future forecast budgets considered by Executive Committee 8th January 2019.</p>

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3. STAFFING/SERVICE REVIEWS

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
3.1	Review of Housing Options & Advisory Team	Judith Willis/ Paul Calland	January 2019	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	<p>A service structure has been developed and is being costed by the Financial Services team. Intention to consult with the Trade Unions and staff in late January with team advised.</p> <p>Interim team in place to review nomination arrangements and prepare the housing register pending the new policy.</p> <p>Recruitment to Team Leader and 5/6 Housing Options posts underway during January/February 2019.</p>

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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
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"> • 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>A decision on the future funding is still awaited from WCC. In the meantime the 2019/20 budget has been prepared on the basis of the minimum funding allocation.</p> <p>A draft service structure has been developed and is being costed by the Financial Services team.</p> <p>Intention to consult with the Trade Unions and staff during February 2019.</p>
3.3	Gas Services Business Case	Guy Revans	<p>January 2019</p> <p>Revised date proposed of April 2019 for completion of the Business Case.</p>	<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 specification has been written and will go out to external consultants in January. This has been delayed due to staff sickness/ absence.</p>

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3.4	Review of Housing Management Services	Judith Willis	March 2019 ↓ Dec 2019	<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 	This action will be progressed once action 1.6 has been implemented.
3.5	Review of Performance Management Team	Judith Willis	March 2019 ↓ Dec 2019	<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 	This action will be progressed once action 1.6 has been implemented.
3.6	Review of All Repairs & Maintenance Teams	Guy Revans/ Ian Roberts	Sept 2019	<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 	This will start once the revised management structure is in place.

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4. VOIDS

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
4.1	Review process end to end	Paul Calland	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>Review of processes completed. Workshop held involving locality teams, strategy, maintenance and performance staff. It is evident that a considerable number of “work arounds” for all the teams will remain until the new integrated housing management system is in place. A number of trials are currently operating:-</p> <ul style="list-style-type: none"> - test out letting homes before the void date; to test out a condition statement of the home for new tenants; - manual notification from locality to maintenance of voids pending the following Monday; - “Energy Angels” to test out supplier changes to ensure meters remain active.

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4.2	Redesign voids process	Paul Calland	30 th November 2018	<ul style="list-style-type: none"> • Tenant involvement • Clarify roles and responsibilities 	Initial voids review completed. Further testing of tenant views post letting of properties to be undertaken January-March 2019. Revised procedures in development, 50% complete; draft ready for consultation by end February 2019.
4.3	Agree voids standard	Paul Calland	30 th November 2018	End to end	See above
4.4	Agree measures	Judith Willis Guy Revans Paul Calland	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 	New measures relating to Voids have been agreed and are part of the wider housing measures as detailed in section 8.4. The emphasis has been in speeding up the existing process & reducing the backlog of void dwellings.

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4.4 contd					The void loss for 2017/8 was £378k. The loss for 2018/9 by quarter is as follows & shows an improving trend; Quarter 1 £130k; Quarter 2 £90k; Quarter 3 £69k. Void measures when a new IT is in place will include average turnaround time of lettable homes; average void time for long term voids costs per void; Average void times will be broken down into repair & allocation times.
4.5	Restructure service delivery and workforce	Judith Willis Guy Revans	31 st March 2019	<ul style="list-style-type: none"> • Review & draft staffing structures • Prepare business case • Consult with staff/TUs • Implement new structure 	This will start once the revised management structure is in place and will be reviewed again once the new IT system is implemented.

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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
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 st December 2018	<ul style="list-style-type: none"> Develop a risk based inspection programme Review enforcement procedures & how this is communicated to tenants 	<p>Proposal in the draft procedure for all new tenants to receive a visit within 4/6 weeks. Risk based assessments of the need for future visits over the next 12 months.</p> <p>A key to controlling damage is to have a documented & agree record of the condition of the home at letting. This is being trialled January-March.</p>
4.7	Look at recharges and enforcement policy and procedures – draft policy.	Paul Calland	March 2019		<p>See above.</p> <p>Review of charges to be levied for 2019 undertaken.</p> <p>Policy document in preparation.</p>

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5. COMPLIANCE/CAPITAL WORKS

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
5.1	Undertake Stock Condition Survey and analyse results	Jas Sidhu/ Guy Revans	March 2019	Commission Stock Condition Survey and appropriate software to gather and analyse data. Draft indicative results December 2018 and full analysis by March 2019	Stock Condition Survey agreed and software acquired and populated with required information. Recruitment of team from external firm during January/ February 2019.
5.2	Agree resource framework for capital works	Jas Sidhu/ Guy Revans/ Finance	December 2018	Set indicative capital budget for 2019/20	A reduced capital budget forms part of the HRA 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	Ongoing but subject to stock condition survey.
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	Ongoing but subject to stock condition survey.

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5.5	Develop Asset Management Strategy	Jas Sidhu/ Guy Revans	Summer 2019	Prepare draft strategy	Research work into good local authority & housing association asset management strategies has been started and a project group to deliver the strategy will be established by the end of January.
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	Asset Management has been included in the specification for the new Housing Management System.

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6. POLICY/PROCEDURES

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
6.1	Review of Allocations Policy	Judith Willis/ Amanda Glennie	October/ November 2018 ↓ April 2019	<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>Permission to consult on draft housing allocations policy agreed at Executive on 23rd November 2018. Consultation ended on 13th December 2018. Presentations delivered to all Locality offices, Community Safety team and Housing Options team. Consultation promoted through press releases, social media and poster campaign. Community Panel focus group undertaken 6th December 2018. Final policy agreed at Executive on 8th January 2019 with consideration at full Council on 28th January 2019.</p>

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6.2	Review of Tenancy Agreement and Handbook	Judith Willis Jayne Baylis	March 2019	<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 	The Tenancy Agreement and handbook have been reviewed and are at draft stage for consultation with tenants and other service areas. A report will be presented to Executive Committee in March 2019 to approve the updated documents.
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"> • Tenant consultation on all review of policy/procedures • Programme of reviews to be agreed • Wider place/locality based engagement to be considered 	Consultation has taken place & will continue on new policies & key decisions, e.g. the Allocations Policy & the new Housing Management System. A survey of tenants who had experienced the voids process was undertaken during the summer. The results are currently being analysed.

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6.3 contd					Tenant engagement & consultation will form part of the service reviews identified in Section 3.

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7. REPAIRS & MAINTENANCE

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	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	March 2019	<ul style="list-style-type: none"> • Understand the work flows • Identify waste & efficiencies • Identify legal requirements • Links to voids and aids and adaptations 	Will form part of the review of R&M service commencing in March 2019. Timeline to be advised in next monitoring report/update.
7.2	Redesign R&M processes	Ian Roberts	31 st March 2019	<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 	Forms part of the review of R&M service commencing in March 2019.
7.3	Agree Schedule of Rates service and quality standards, including performance and productivity arrangements (workforce & external provision)	Ian Roberts	31 st March 2019	<ul style="list-style-type: none"> • Team and individual performance plans 	Forms part of the review of R&M service commencing in March 2019.
7.4	Agree measures	Guy Revans Ian Roberts	31 st March 2019	Consider revised measures	Contained within the new housing measures that will be on the dashboard in the new year.
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	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 Revised to February 2019 June 2019 August 2019* January 2020* *Note: To be revised	Progress and Exception Report	This is the first progress/ update report to Executive. Report timetable revised due to committee cycle.
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	Previous performance measures have been reviewed. In consultation with CMT and the Portfolio Holder a new set of strategic and operational measures have been established.
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	Previous performance measures have been reviewed. In consultation with CMT and the Portfolio Holder a new set of strategic and operational measures have been established.

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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	The new set of housing measures have been agreed and will be contained and reported within the Council's dashboard during January 2019. Finance will produce annual measure re repair, service, & management costs per dwelling in line with the Sector Scorecard adopted by Registered Social Landlords for comparable measures between the sectors pending proposals from the Local Government Association and Government (outlined in Green Paper). See Appendix 2.

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8.5	Review the scrutiny arrangements for landlord services	Sue Hanley/ Judith Willis/ Guy Revans	March 2019	Consultation with Members and tenants	Member Scrutiny undertaken via Audit, Governance & Standards Committee; Overview & Scrutiny Committee; and Executive Committee. Consultation outcomes reported as integral part of policy review(s).

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9. HOUSING MANAGEMENT IT SYSTEM

REF	ISSUE	LEAD OFFICER(S)	TIMESCALE	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)	Agreed structure and jobs currently being job evaluated. Appointments will be made in late January/ early February 2019.
9.2	Detailed specification	Sue Hanley/ Judith Willis/ Guy Revans	February 2019	Links to other systems	Specification currently being finalised for completion by end January 2019.
9.3	Procurement	Sue Hanley/ Judith Willis/ Guy Revans	March 2019		On target. Full project plan in place with robust Board Structure established.
9.4	Selection of supplier	Sue Hanley/ Judith Willis/ Guy Revans	May 2019		Update within next progress report.
9.5	Implementation	Sue Hanley/ Judith Willis/ Guy Revans	April 2020		Update within next progress report.