

STRATEGIC IMPROVEMENT/ACTION PLAN – JUNE/JULY 2019

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	Completed Oct 2018. Further update report to Audit, Governance & Standards October 2019.
1.2	Delivery to Strategic Purpose	Sue Hanley Deb Poole	Throughout recovery plan Revised date October 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 • Leadership/ Management Development Programme 	Monitoring/Progress Reports:- 5 th February 2019 9 th July 2019 All Member & Staff Briefings undertaken and further briefings planned. Corporate Plan priorities in preparation. Report to Executive September 2019 In development.
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 	Full review and action plan endorsed by CMT 9 th May 2019. Full programme of actions to be launched alongside review of vision, principles and culture/team actions from September 2019.

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1.3 contd					To be undertaken throughout the whole organisation (including Housing Services).
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 	Chief Executive Appraisal completed April 2019.
	Directors/HoS/All Managers – Appraisals	Kevin Dicks/ Sue Hanley/ Jayne Pickering /HoS	March 2019		Appraisals for HOS responsible for Housing completed in March 2019
	Performance Management Arrangements	Sue Hanley Judith Willis Guy Revans	March 2019	<ul style="list-style-type: none"> Performance Management arrangements for all housing services teams 	Completed. Heads of Service(s) have performance management arrangements in place.
1.5	Leadership & Management Arrangements	Kevin Dicks	April 2019	<ul style="list-style-type: none"> Senior Management Team Review 	Currently being considered
			Sept 2018	<ul style="list-style-type: none"> Formalise arrangements for lead HoS arrangements post consultation 	Completed (Oct 2018) J Willis & G Revans confirmed as HoS
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 	Service review completed and implemented at the beginning of June 2019

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					Two remaining vacant management posts are currently being advertised.
1.7	Review of Housing Capital/ Property/Compliance Team(s)	Guy Revans	December 2018 July 2019	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	<p>The service structure has been completed & this & the review pack has been endorsed by CMT. All new posts will be evaluated in the next 2 weeks. Due to pressures and current capacity issues, (including staffing and disciplinary matters) requiring considerable time for both HR and the HoS, finalising the review has been delayed.</p> <p>External support, commissioned by the HR & OD Manager, has taken place to ensure that the service review is completed. It is expected that the service review will proceed to Trade Union and staff consultation in early July 2019.</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.	Awaiting outcome of stock condition survey. Financial implications will follow the results of the survey. The viability plan will include income projections and associated costs. Awaiting specialist costings in relation to the proposed new developments. Anticipated end July 2019.
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	Financial implications will follow the results of the survey.
2.3	Medium Term Financial Plan	Sue Hanley/ Jayne Pickering/ Chris Forrester	March 2019	As per viability plan	Approved 2019/20 budget currently active for monitoring purposes but this will be reviewed and presented once stock condition survey results received and factored into the financial model.
2.4	Housing Growth Plan	Sue Hanley/ Judith Willis/ Chris Forrester	September 2018	<ul style="list-style-type: none"> Continue to develop working model(s) to develop a build programme. 	Report submitted to Executive Committee in October 2018.

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2.4 contd		Matthew Bough/ Derek Allen	October 2018	<ul style="list-style-type: none"> Report to Executive – October 2018 – land/site disposals (HRA land/sites). 	<p>Endorsed by Council with agreement to declare 10 Council-owned sites surplus.</p> <p>Construction consultants Baily Garner subsequently engaged and focusing on Loxley Close and Edgeworth Close as early priority sites, taking on all matters up to and including securing planning permission to build on the agreed sites.</p> <p>Various pre-planning meetings have taken place and planning applications are being prepared for both sites. It is anticipated these will be submitted for consideration in August or September 2019. Public consultation over the proposals is currently scheduled w/c 22nd July 2019.</p>

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2.4 contd					Since the start of 2019 13 buy back properties have been purchased. 5 of these properties have been purchased in the current financial year.
2.5	Income Growth	Guy Revans/ Judith Willis	March 2019 March 2019 Dec 2018 November 2019	<ul style="list-style-type: none"> • Review & update recharges • Review & update service charges • Consider affordable rents and seek member view • Review & update fees and charges 	<p>Completed March 2019 – Further policy work required (see below).</p> <p>Completed October 2018</p> <p>Further review for 2020/21 to be undertaken.</p> <p>A report will be presented to Executive Committee in September 2019 seeking Member consideration of a revised recharges policy with recommendations for proposed charges.</p>

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2.5 contd					Further work is being undertaken during 2019 to greater understand full costs and recovery. Fully revised fees and charges will be submitted/ proposed during this year's fees and charges process for 2020/21.
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 	All budgets are reviewed on a monthly basis. This showed that spend in some areas was higher than the budgeted figure therefore an essential spend only was put in place for the last quarter of 2018/19. Whilst better processes for agreeing and monitoring contract works are now in place, there are still challenges in effective monitoring and control.

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2.6 contd					Productivity within a number of areas has resulted in higher contractor spend with a resultant overspend in Housing Property (R&M). Work is now taking place to ensure revised procedures are in place to identify budgetary issues earlier to proactively manage demand led budgets.

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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/ Paul Calland	Proposals January 2019	<ul style="list-style-type: none"> • Service Review Proposals • Consultation Staff/TUs • Implement Management Team 	Service review completed and implemented in April 2019. Housing Options Manager and a 0.5 fte Officer to be recruited to. Otherwise all permanent officer posts recruited. As a result of a national shortage of Housing Options Officers, career graded posts were established and training plans are in place for these staff. Agency staffing costs have reduced as a consequence.
3.2	Housing Older Peoples Accommodations Review including St. David's House Category A Schemes	Judith Willis	Revised date July 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 	WCC funding has been confirmed for 2019/20 but is still subject to risk in future years. Due to the delay in the management structure review and a CQC inspection, the Older Persons review will be out to consultation in July 2019.

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3.2 contd					Job evaluation has been completed on any new posts. The review will include the Home Support service.
3.3	Gas Services Business Case	Guy Revans	Present to Executive in October 2019	<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 	External consultants commissioned to develop the Business Case
3.4	Review of Housing Management Services	Judith Willis	March 2019 ↓ Dec 2019 (Revised timescales proposed) October 2019 ↓ May 2020	<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 and the new Tenancy & Advisory Manager is in post.

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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE(S)	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
3.5	Review of Performance Management Team	Judith Willis	March 2019 ↓ Dec 2019 (Revised timescales proposed) October 2019 ↓ May 2020	<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. This will commence in September 2019 in order to compliment 2.4 above.
3.6	Review of All Repairs & Maintenance Teams	Guy Revans/ Ian Roberts	Commence review October 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 review will commence once the revised management structure is in place.

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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	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 	Void processes reviewed and amended, awaiting completion of IT procurement to finish/ complete.
4.2	Redesign voids process	Paul Calland	30 th November 2018	<ul style="list-style-type: none"> • Tenant involvement • Clarify roles and responsibilities 	Comprehensive testing of tenant views was not fully completed due to resource/pressures in the team. This work/ engagement will be prioritised for early autumn 2019.
4.3	Agree voids standard	Paul Calland	30 th November 2018	End to end	Draft standards have been produced and are ready for consultation by end of July 2019.
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 	Void measures agreed at Executive Committee February 2019. Weekly monitoring of voids with details widely circulated.
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 and new IT system is in place. See section 3.4 & 3.6

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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 	Lack of IT has delayed an effective trial. Stock inspection visits agreed and subject to role definitions and duties as part of the management and staffing reviews.
4.7	Look at recharges and enforcement policy and procedures – draft policy.	Ian Roberts	March 2019		Report to Executive Committee September 2019.

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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 December 2019	Commission Stock Condition Survey and appropriate software to gather and analyse data. Draft indicative results December 2018 and full analysis by March 2019	<p>Stock Condition Survey agreed and software acquired and populated with required information. Recruitment of team from external firm during January/ February 2019.</p> <p>The stock condition survey is well underway and Phase 1 has been completed with 1153 surveys undertaken on independent assets. 98% of blocks surveyed.</p> <p>Phase 2 was started as soon as Phase 1 was completed to ensure continuity with surveyors. A further 322 assets/ properties have been surveyed in Phase 2. The project is due to be completed by 30 November 2019.</p>

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5.1 contd					<p>The Asprey system is now in 'User Acceptance Testing' stage.</p> <ul style="list-style-type: none"> • Asset register 100% complete • Component register 100% complete • Schedule of Rates 100% complete • Reporting & Decent Homes Rules 100% complete • HHSRS assessment rules 100% complete <p>Corporate assets have now been added to the Asset Management system to ensure consistency throughout the Council in managing assets. The Senior Contracts Manager & Property Services Manager are working closely to ensure the correct</p>

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5.1 contd					<p>attributes and components are loaded into the system.</p> <p>The completion for the Asset Management system including the compliance modules which cover:- Asbestos; Fire Risk Assessments; Electrical testing; Legionella are due to go live for all the modules as follows:-</p> <p>Core Asset Management system 31/10/19</p> <p>Compliance Modules 30/11/19</p> <p>The delay on the system going live will now be aligned to the implementation of the new structures in the Housing Property teams.</p>

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5.1 contd					The decision has been taken to train all staff on the new asset management systems together. This will ensure a consistent approach and also save costs on further training.
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. Completed
5.3	Develop and agree 5 year programme of works	Jas Sidhu/ Guy Revans	March 2020	Consult with members and tenants on priorities and programme timetable	Ongoing but subject to stock condition survey. Subject to the stock condition survey we envisage the 5 year capital programme will be completed and validated by 31/12/19. Following this a programme of works will be proposed subject to consultation with Members and tenants.

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5.3 contd					This will be undertaken by the end of this financial year (31/3/20).
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	These actions will be programmed upon completion of Phase 2 of the stock condition survey. This will allow robust sample sizes to inform the Council of its major works programme over the next 5, 10 and 30 years.
5.5	Develop Asset Management Strategy	Jas Sidhu/ Guy Revans	March 2020	Prepare draft strategy	Research work into good local authority & housing association asset management strategies has been undertaken. Previous actions 5.1, 5.3 & 5.4 confirm status/ progress.
5.6	Embed Stock Condition Survey (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 IT System.

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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	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 & Housing Options teams. 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 final approval at full Council on 28th January 2019. Completed.</p>
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 	<p>The Tenancy Agreement and handbook have been reviewed and updated.</p>

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6.2 contd				<ul style="list-style-type: none"> • Seek approval via Executive Committee • Make available on-line 	<p>A report will be presented to Executive Committee in July 2019 to approve the updated documents, following which tenant consultation will take place with final sign off by Executive Committee in September 2019.</p>
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 	<p>Several surveys have been conducted and we now have a group of tenants who have expressed an interest in being involved in the development of our services, which we will use for future reviews and consultations. Work ongoing with the Policy team to conduct another short survey for those properties which go through the voids/let process at Q2 this year. This was pencilled in for Q1, however due to staff shortages, has been rescheduled.</p>

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					<p>We will be producing the annual report for Housing tenants in Q2. This will be issued to all tenants with their quarterly statements in October 2019.</p>

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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 2019 ↓ May 2020	<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, subject to the structural arrangement and appointments. Timeline revised as Members advised would be required within last progress report (Feb 2019).
7.2	Redesign R&M processes	Ian Roberts	31 st March 2020 Revised to May 2020	<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 services
7.3	Agree Schedule of Rates service and quality standards, including performance and productivity arrangements (workforce & external provision)	Ian Roberts	Phase 1 30 th Sept 2019 Phase 2 31 st March 2020	<ul style="list-style-type: none"> • Team and individual performance plans 	Phase 1 (Pilot) - Work has started with the in-house electricians team by the Senior Contracts Manager with support from the Housing Property Services Manager.

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7.3 contd					<p>New working methods developed for:-</p> <ul style="list-style-type: none"> • Voids Pre Surveys • EICR category repairs • Standard Minute Values • Schedule of Rates • Key measures for operational & management targets • Labour assessments/ productivity measures • Material usage per job/ contract • Van stock replenishment • Daily/weekly/ monthly work review/ records • Skills & Training Matrix <p><u>Phase 2</u> – Systems & processes which have been developed will be rolled out to the wider</p>

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7.3 contd					<p>operatives and teams in Repairs & Maintenance and led by the Housing Property Services Manager.</p> <p>Note:- New systems and processes are dependent on the introduction of new Housing IT system in full so interim solutions are currently being investigated. Full implementation of the performance measures will be completed by 31/8/20 when the new system has been implemented.</p>
7.4	Agree measures	Guy Revans Ian Roberts	31 st March 2019	Consider revised measures	Contained within the new housing measures agreed by Members February 2019. Available on the dashboard.
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	Update reports provided to Executive February 2019 July 2019 December 2019 March or June 2020
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	Full suite of measures endorsed by Executive February 2019
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	Review 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	Agreed/ endorsed February 2019.
8.5	Review the scrutiny arrangements for landlord services	Sue Hanley/ Judith Willis/ Guy Revans	March 2019	Consultation with Members and tenants	Reports and pre scrutiny at Overview & Scrutiny Committee January 2019 and July 2019.

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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)	Project Support Team fully in post May 2019 (Project Manager & 3 Project Support Officers)
9.2	Detailed specification	Sue Hanley/ Judith Willis/ Guy Revans	February 2019	Links to other systems	Detailed documentation ITT, Functional and Non-Functional Specifications completed on deadline for review by Legal Department and Anthony Collins Solicitors. Feedback due by no later than 14 th June 2019.
9.3	Procurement	Sue Hanley/ Judith Willis/ Guy Revans	March 2019		PIN notice on Due North Portal 10 th May 2019, on target to achieve Full Open OJEU Tender deadline end of June 2019. Demonstrations scheduled to take place in August.
9.4	Selection of supplier	Sue Hanley/ Judith Willis/ Guy Revans	May 2019		Selection/award of supplier on target to be achieved by September 2019.

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9.5	Implementation	Sue Hanley/ Judith Willis/ Guy Revans	April 2020		Saffron and Abritas elements are within the ITT document to begin implementation in April 2020 with a phased approach to remaining elements.