

STRATEGIC IMPROVEMENT/ACTION PLAN – UPDATED AUGUST 2020

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 	Completed April 2019
	Directors/HoS/All Managers – Appraisals	Kevin Dicks/ Sue Hanley/ Jayne Pickering /HoS	March 2019 Ongoing annually		Appraisals for Heads of Service responsible for Housing Services. Completed 2019/20. Further annual appraisals to be scheduled during 2021.
	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 	Performance management arrangements in place. Completed.
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 	Agreed by Executive Committee in January 2020. Completed. Completed –see above.
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 implemented June 2019. Completed.

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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;
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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	<p>A formalised procurement framework has been completed with key contracts already being procured.</p> <p>Completed</p>

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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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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE(S)	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
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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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE(S)	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
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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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE(S)	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
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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REF	ISSUE	LEAD OFFICER(S)	TIMESCALE(S)	KEY ACTIONS/ TASKS	UPDATE/ PROGRESS REPORT
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>