| **Theme 1: Deliver an improving service:** | | | | |
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| **Specifically, the action will be:-** | **It will be Measured by achieving the following objectives/reaching these milestones:-** | **Achievement led/owned by** | **Realistic**  **Timescale for delivery** | **Evaluate and**  **Review** |
| 1.1 We will ensure our readiness to minimise the impact of Universal Credit by developing and delivering a holistic action plan | * Review capacity to undertake additional workload associated with UC * Regular monitoring and updating of action plan. * Develop partnerships with Community and Voluntary sector to increase digital and financial inclusion. * Approach other Housing Providers in the County to develop a joint strategy for the roll out of UC. * Increase take up of rental payment by Direct Debit | DOps | September 2015 | December 2015 |
| 1.2 We will conduct a service review of tenancy management to evaluate customer satisfaction and quality of performance and output.  A key element of the review will be a reconsideration of the size and composition of each patch. We are also reviewing the officers assigned to each patch.  The review will use information about each patch, including ASB data, to enable estate grading in relation to tenancy management. | * Customer feedback * Estate “gradings” * Improved performance * Reduced turnover rates * Improved results from satisfaction surveys | DOps | November 2015 | February 2016 |
| 1.3 We will review the content and layout of the Tenancy Agreements. | * Work with NCC Legal team to ensure compliance with current legislative requirements | DOps | July 2015 | October 2015 |
| 1.4 We will conduct a review of our caretaking service to ensure it remains valued and effective. | * Detailed consultation data produced * New specification devised in conjunction with tenants and stakeholders to determine the cost and resources involved * Report produced and presented to Board | DOps | September 2015 | December 2015 |
| 1.5 Build on the Customer Focus training provided to all staff in 2014/15 by providing follow up courses across the business in 2015/16. | * Training content defined * Training procured * Evidence of participation by all staff * Review of training effectiveness undertaken | DCS | December 2015 | March 2016 |

| **Theme 2: Build a better run and more cost effective business:** | | | | |
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| **Specifically, the action will be:-** | **It will be Measured by achieving the following objectives/reaching these milestones:-** | **Achievement led/owned by:-** | **Realistic**  **Timescale for delivery:-** | **Evaluate and**  **Review** |
| 2.1 Responsive repairs and maintenance will deliver the following planned capital works currently outsourced:   * heating installations * kitchens * bathrooms * rewires | * Financial analysis and evidence of surpluses * Increased employment and apprenticeships | DOps | April 2015 | July 2015 |
| 2.2 Plan, procure and implement a replacement housing management system for OHMS. | * Soft market testing completed * Preferred supplier identified * Contract let * Provide mobile access to the housing management system for staff * Provide customer self-service portal for tenants. * Implement a system which is fit for managing universal credit/welfare reform | Technology Manager | April 2016 | July 2016 |
| 2.3 Launch new website. | * Web content updated * Service responsibility for content agreed through EMT * Website launched * Customer feedback collated and assessed | Comms Manager | April 2015 | July 2015 |
| 2.4 We will identify high value properties that are expensive to maintain due to their geographical location and suggest their disposal to NCC.  This will reduce the costs to the business and allow us to invest in new build in locations with greater demand. | * Analysis of maintenance costs allied to potential value of properties. * Presentations made to HfN’s Strategic Board and NCC’s Housing Working Group. | DOps | September 2015 | December 2015 |
| 2.5 Investigate the scope to transfer the ownership of leaseholds to leaseholders where adjacent properties have been sold in order to reduce administrative burdens. | * Production of scoping document to establish the scale of the potential win. * Paper prepared for HfN Strategic Board and NCC Housing Working Group. | DCS | September 2015 | December 2015 |

| **Theme 3: We will empower tenants by:** | | | | |
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| **Specifically, the action will be:-** | **It will be Measured by achieving the following objectives/reaching these milestones:-** | **Achievement led/owned by:-** | **Realistic**  **Timescale for delivery:-** | **Evaluate and**  **Review** |
| 3.1 Develop a new framework of tenant involvement that underpins scrutiny and co-regulation. | * Introduce a new range of Tenant involvement activities to improve tenant representation. * Build tenant capacity through training opportunities * Cost benefit analysis of purchasing a vehicle for customer engagement activities * Develop terms of reference for Area Panels, the Forum, and Service Panels * Develop targets for future activities to ensure adequate representation * Recruit additional members to the Scrutiny Panel and build their capacity * Produce a Customer Engagement Strategy | MD | December 2015 | March 2016 |

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| **Theme 4: We will build a stronger future:** | | | | |
| **Specifically, the action will be:-** | **It will be Measured by achieving the following objectives/reaching these milestones:-** | **Achievement led/owned by:-** | **Realistic**  **Timescale for delivery:-** | **Evaluate and**  **Review** |
| 4.1 We will ensure any expansion of services will enhance the service and business and be beneficial to the tenants and the Council.  Any form of expansion will be dependent on the results of the review of Housing Management undertaken by NCC. | * Business strategy produced and agreed by Board. | MD | June 2015 | September 2015 |
| 4.2 Delivering the Newsham Investment Project. | * Inform all residents of plans and timescales * Develop a programme of work with NCC * Recruit staff and appoint contractors * Commence on site April 2015 * Complete all work by April 2016 | DOps | April 2016 | June 2016 |
| 4.3 We will develop a range of new service offers that meet tenants’ needs and expectations. | * From results of Consultation exercise develop new local offers/service standards with tenant, covering: Customer Services, Communications, Involvement, Neighbourhood, Estate Management and Repairs and Maintenance * Develop performance targets and monitoring arrangements for all standards. | DCS | July 2015 | October 2015 |
| 4.4 In conjunction with NCC’s Community Housing Strategy we will implement the recommendations arising from a review of sheltered housing. | * Report presented to Board * Implementation timetable agreed | DOps | March 2016 | June 2016 |