

## Report for Information

**Report to** Executive  
13 May 2009

**Item**

**6**

**Report of** Director of Regeneration & Development

**Subject** Housing Improvement Plan - Update

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### **Purpose**

To provide the Executive with an opportunity to comment on the emerging improvement plan for the housing service.

### **Recommendations**

The Executive notes the draft improvement plan and refers this document to the Scrutiny Committee for comment.

### **Financial Consequences**

The financial consequences of this report are met from existing resources.

### **Risk Assessment**

A full risk assessment will be prepared as part of the project plan.

### **Strategic Priority and Outcome/Service Priorities**

The report helps to meet the strategic priority “Safe and healthy neighbourhoods – working in partnership with residents to create neighbourhoods where people feel secure, where the streets are clean and well maintained, where there is good quality housing and local amenities and where there are active local communities”

**Executive Member:** Councillor Arthur - Housing and Adult Services &

Councillor Morrey – Sustainable City Development

**Ward:** All

### **Contact Officers**

Jerry Massey  
Nigel Andrews

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### **Background Documents**

HQN summary September 2008

Audit Commission inspection of landlord services report April 2009

Audit Commission audit of the letting of council houses April 2009

## **Report**

### **Housing Improvement Plan**

1. At the meeting of the Executive on 22 April 2009, the Executive considered a progress report on work to improve the housing service. The report advised the Executive on the outcome of the Audit Commission inspection of part of landlord services and the audit of the council house allocation service. The report also established a programme of measures to improve the housing service and to address the weaknesses identified by the work undertaken by the Audit Commission. In considering this report, the Executive noted that an improvement plan was being prepared and asked for a draft of this document to be presented to this meeting.
2. Attached to this report is a copy of the draft improvement plan. This is a working draft and is not complete. The plan identifies 60 action points and a number of these items include a range of additional actions. A number of the actions will need to be completed within the next six months, and most will need to be achieved or significantly advanced by April 2010.
3. An officer improvement team has been established to deliver the improvement plan, and the work of the team will be monitored by the Housing Improvement Board and the Scrutiny Committee. It is envisaged that the improvement plan will remain “a working document” and will be updated on a regular basis. The purpose of the improvement plan is not only to address the key recommendations arising from the work of the Audit Commission, but also seeks to deliver a housing service that our residents want.
4. The Executive is invited to comment on the working draft improvement plan which is attached to this report as Appendix A.

# A greater Norwich, a stronger Norfolk

## **DELIVERING THE HOUSING SERVICE THAT OUR RESIDENTS WANT**

First draft of Norwich Housing  
Improvement Project -  
Plan, Structure and  
Methodology



**NORWICH**  
City Council

## Document Control

<b>Version</b>	<b>Date</b>	<b>Description</b>	<b>Author</b>
1	06/0/09	Original draft plan	R O'Keefe
2	23/03/09	Revised draft plan following initial comments from project team	R O'Keefe
3	31/03/09	Revised draft plan following comments from Jerry Massey and Laura McGillivray	R O'Keefe
4	09/04/09	Work theme leads added.	S Loades
5	30/04/09	Updated with HIB suggestions	N Andrews

<b>Section</b>	<b>Description</b>	<b>Page No</b>
<b>1</b>	Introduction	3
<b>2</b>	Key Principles	3
<b>3</b>	Proposed Structure and Team	3
<b>4</b>	Project Methodology	7
<b>5</b>	Draft Project Plan	11
<b>Annexes</b>		
<b>A.</b>	Diagrams showing summary of greater Norwich unitary implementation programme structure and how this Norwich housing improvement project would be integrated into this programme in the future	16
<b>B.</b>	Template for Norwich housing improvement project initiation document (PID)	17
<b>C.</b>	Template for Norwich housing improvement project checkpoint report	22
<b>D.</b>	Template for Norwich housing improvement project risk matrix	27
<b>E.</b>	Draft Norwich housing improvement project plan	28

## **1. Introduction**

- 1.1 In January 2009 the Audit Commission carried out an inspection of Norwich City Council's housing service. This followed a mock inspection by the Housing Quality Network completed during the summer of 2008 and a range of work subsequently put in place to improve the housing service.
- 1.2 This proposed housing improvement project plan, structure and methodology brings together the improvement plans put in place following the HQN mock inspection and the necessary actions to address the initial findings of the Audit Commission into a coordinated and focused improvement project. The plan is now being refined further following receipt of the Audit Commission's full report.
- 1.3 The need to deliver significant improvement to the council's housing service coincides with the Boundary Committee for England carrying out a structural review of local government in Norfolk. While the final decision will not be made by the secretary of state until September, we have already carried out a comprehensive programme of preparation work for implementation of a greater Norwich unitary including developing a full draft implementation programme plan, methodology, team, and structure which we believe will guarantee the effective implementation of a new greater Norwich unitary authority.
- 1.4 We have therefore, ensured that this housing improvement project is fully aligned with and based on the same methodology as our overall implementation programme for a new greater Norwich unitary council.
- 1.5 As this housing improvement project would start before the commencement of the full implementation programme for a greater Norwich unitary authority we have designed a housing improvement project structure that could stand alone but could also be seamlessly integrated into the relevant work stream in the implementation programme for a new greater Norwich unitary authority.

## **2. Key principles**

- 2.1.1 The overarching aim to achieve a 2 star housing service by March 2011. To achieve this we have developed a set of key principles that we will use to guide the improvement project.

- **Tenant Involvement**

That tenant's are placed at the centre of service delivery, and that their contribution to service design and delivery is systematic and valued.

- **Access and Customer Service**

The delivery of customer service and access is delivered in a consistent format across the housing service taking into account the tenant's views as to how these services are shaped and delivered;

recognising and valuing that equality and diversity is inherent in everything we do.

- **Equality and diversity**

That the service will be delivered within the context of the Code of Practice on Racial Equality for Housing services, recognising and valuing tenants' diverse needs.

- **Prioritisation, capacity, transparency**

That managers and staff will deliver the housing service in line with the priorities and aims of the improvement plan and understand how their role and responsibilities impact on service delivery, and the need for transparency in decision making.

- **Value for money**

The service will operate within a corporate VfM framework ensuring that housing services are procured and delivered which are cost effective and of value to tenants.

- **Performance**

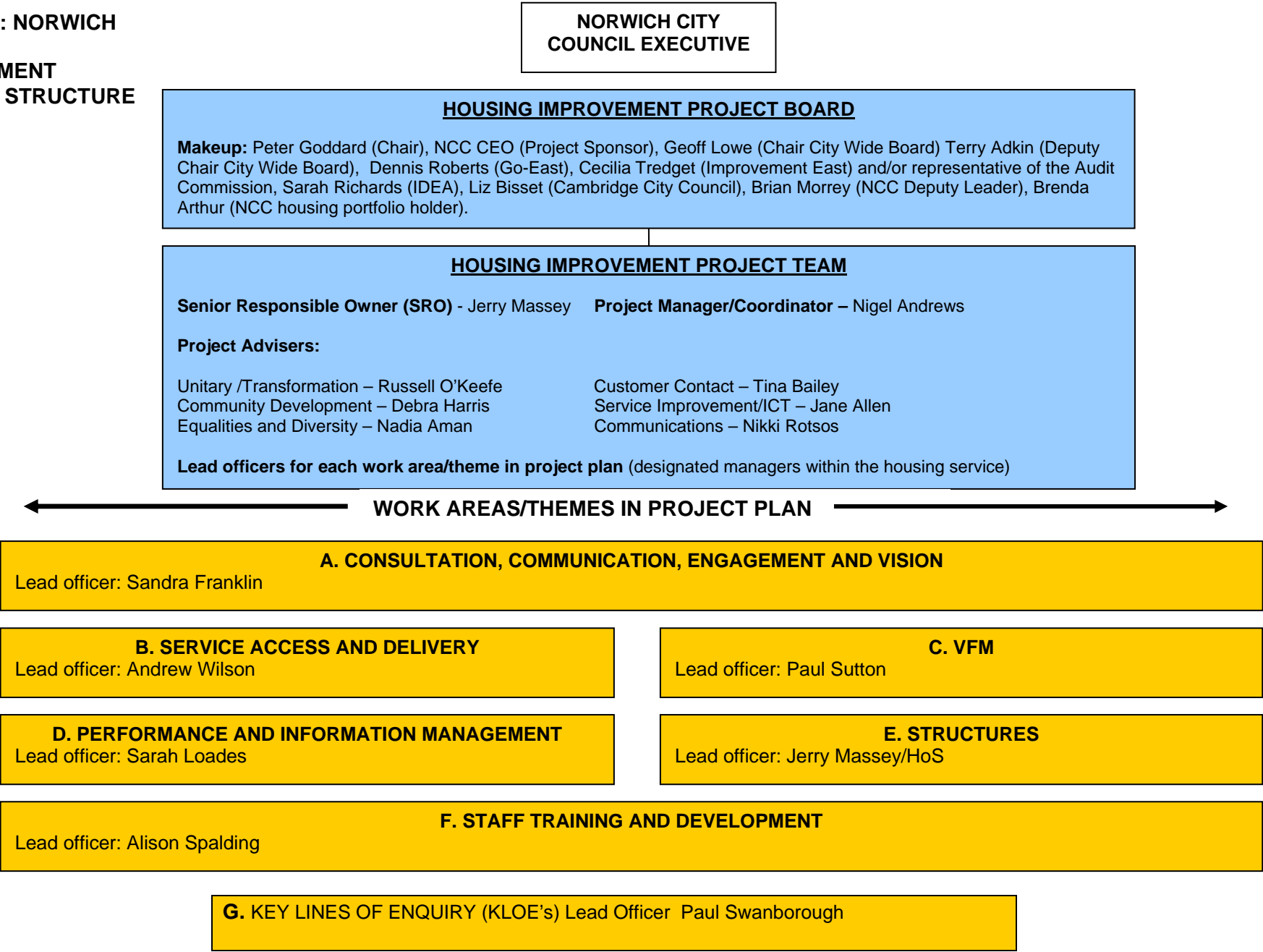
That service outcomes will be monitored and delivered through a robust performance management framework, which will include tenant involvement and will embrace continuous service improvement by actively seeking to benchmark the service against other housing providers in achieving good practice.

### **3. Proposed project structure and team**

- 3.1 We have formulated a comprehensive project structure to ensure clear ownership and accountability for all the work areas/themes within the project. As we have stated this has been designed so that it can function as a stand alone improvement project.
- 3.2 However, if a greater Norwich unitary council was chosen by the secretary of state for implementation this housing improvement project would be integrated into the relevant work stream of the implementation programme for a greater Norwich unitary authority.
- 3.3 As such, the diagram below shows an overview of the standalone housing improvement project structure followed by a description of each of the main elements.
- 3.4 In Annex A we have included diagrams showing a summary of the implementation programme structure we have developed for a greater Norwich unitary council, followed by a further diagram showing how this housing improvement project would fit into the neighbourhood and communities work stream within that implementation programme.



DIAGRAM: NORWICH  
HOUSING  
IMPROVEMENT  
PROJECT STRUCTURE





### 3.5 Housing Improvement Project Board

- 3.5.1 This board will guide the strategic direction of the improvement project and ensure effective monitoring of the outcomes of the project.
- 3.5.2 The board will be chaired by an independent person. The City Council's Chief Executive will act as project sponsor and be responsible for ensuring the necessary resources are committed to deliver the improvement project.
- 3.5.3 The board will be made up of key project stakeholders, most importantly nominated tenant representatives, but also the council's portfolio holders for adult services and housing and sustainable city development, representatives of Improvement East, GO-EAST, IDEA and Cambridge City Council.
- 3.5.4 In the first year the tenant representatives on the board will be the Chair and Vice Chair of the City Wide Board,

### 3.6 Housing Improvement Project Team

- 3.6.1 The Project Team will be lead by the senior responsible owner (SRO) for the project (the council's director of regeneration and development.) They will be responsible to the project sponsor and housing improvement project board for the overall delivery of the improvement project. They will also line manage the project manager.
- 3.6.2 The project manager will be responsible for the day to day delivery of the project plan through coordinating and managing the work of the lead officers responsible for each work area/theme within the project plan.
- 3.6.3 Lead officers will be designated for each of the work area/themes within the project plan. It is envisaged that the lead officers will be drawn from the housing services existing managers. They will be responsible to the project manager for delivering that part of the project plan.
- 3.6.4 The project advisers bring specialist skills from other areas of the council. Their role is to advise the project team on specific areas of the project, commit resources from within their areas where necessary to facilitate the delivery of the project and to ensure that the improvement of housing services is fully aligned with the corporate priorities and activities of the rest of the organisation.

### 3.7 Work area/themes from project plan

- 3.7.1 We have developed these from a detailed analysis of the existing housing improvement plans and the actions required to fully address the Audit Commission's findings. These actions and plans were brought together into a single draft project plan with actions grouped into the most logical work themes to ensure appropriate focus, defined work areas and clear

accountability for their delivery. Section five explains the project plan and its main phases in more detail.

### 3.8 Project Support

3.8.1 Each of the lead officers for a work area/theme within the project plan will be supported by a dedicated project officer from within the housing projects team. They will assist with carrying out consultation, collating information, gathering best practice, developing policy and procedures, running pilots and implementing service changes.

3.8.2 The housing improvement project will also be supported by a designated service improvement officer(s) from the council's corporate service improvement team. They will facilitate the business process re-engineering of services where required and project manage any ICT or CRM changes necessary to support service changes.

## 4. Project Methodology

4.1. We have developed a robust project methodology based on a Prince 2 framework to ensure the Norwich housing improvement project is delivered in a consistent and controlled way that provides clear monitoring of progress and effective management of risk.

4.2. It will be the overall responsibility of the senior responsible officer, together with the project manager to ensure the project methodology is followed.

4.3. Compliance with the methodology across the project will be supported by the project advisers who will assist the senior responsible officer, project manager and lead officers for each work area/theme to ensure this is achieved. The methodology covers the following main areas:

### 4.4 Set Up

4.4.1 The project initiation document (PID), project plan and risk matrix will be completed by the project team and signed off by the Housing Improvement Board. Annexes B and D set out suggested templates to be used for the PID and risk matrix. An initial draft project plan is attached as Annex E (*Please note: the draft action plan is currently being refined by the project team with detailed timescales and milestones, following receipt of the final report from the Audit Commission*).

4.4.2 The purpose of the PID, is to clearly show the outcomes, objectives and deliverables for the housing improvement project. Together with the project plan and risk matrix it will act as a contract between the Housing Improvement Board and the Project Team.

4.4.3 The SRO and Project Manager will monitor progress against these documents. Progress will be reported every month to the Housing Improvement Board by the SRO.

4.4.4 Inevitably changes will be needed to the PID and project plan during the improvement project, particularly as work progresses through the consultation, engagement and vision work area/theme which will guide actions across the rest of the project plan. As such, a formal change control process has been developed which is set in section 4.7.

4.4.5 Within each of the six work areas/themes it is expected that the lead officers will develop more detailed action plans that will support the delivery of that part of the overall project plan. These would be signed off by the Project Manager in liaison with the SRO and would act as a contract between the project manager and the lead officer for each work area/theme. Progress against the action plans would be monitored by each lead officer and reported to the project manager on a fortnightly basis using the checkpoint report template (Annex C). Changes to the action plan for a work area/theme would need to be agreed by the project manager in liaison with the SRO. If this was to result in changes to the overall housing improvement PID and project plan then the change control process as described in section 4.7 would have to be followed.

#### 4.5 Risk management

4.5.1 We have developed a robust process, based on best practice, for assessing and managing risks within the housing improvement project. A risk matrix will be completed by the project team at the commencement of the project. The project risk matrix will be considered at each project team meeting as a standing agenda item. Day to day responsibility for management of risk and updating of the risk matrix will be the responsibility of the project manager. Overall risk to the project will be reported every month to the Housing Improvement Board as part of the report of the SRO.

#### 4.6. Consultation and Communication

4.6.1 As part of delivering the housing improvement plan the project manager and lead officers will need to ensure that a variety of stakeholders', including staff and tenants are consulted with in developing the service improvement and that clear channels of communication are central to the ongoing development of the plan. Other key stakeholders will be the Tenant Services Association (TSA), Audit Commission and GO- East.

They will be supported in this process by the lead officer for the consultation, engagement and vision work area/theme who will ensure appropriate consultation and engagement is being carried out in a coordinated way in line with that area of the agreed project plan.

#### 4.7. Change Control

4.7.1 Inevitably as we go through the housing improvement project some changes will need to be made to the original outcomes, objectives and deliverables identified in the PID and the actions in the project plan. This is particularly, likely to be driven by the consultation, engagement and vision work area/theme which will ensure customers determine the way the housing service will be improved.

- 4.7.2 Most very minor changes can be made through the authorisation of the SRO.
- 4.7.3 However, in certain cases, changes will require formal authorisation from the Housing Improvement Board and the Council's Executive. They are as follows:

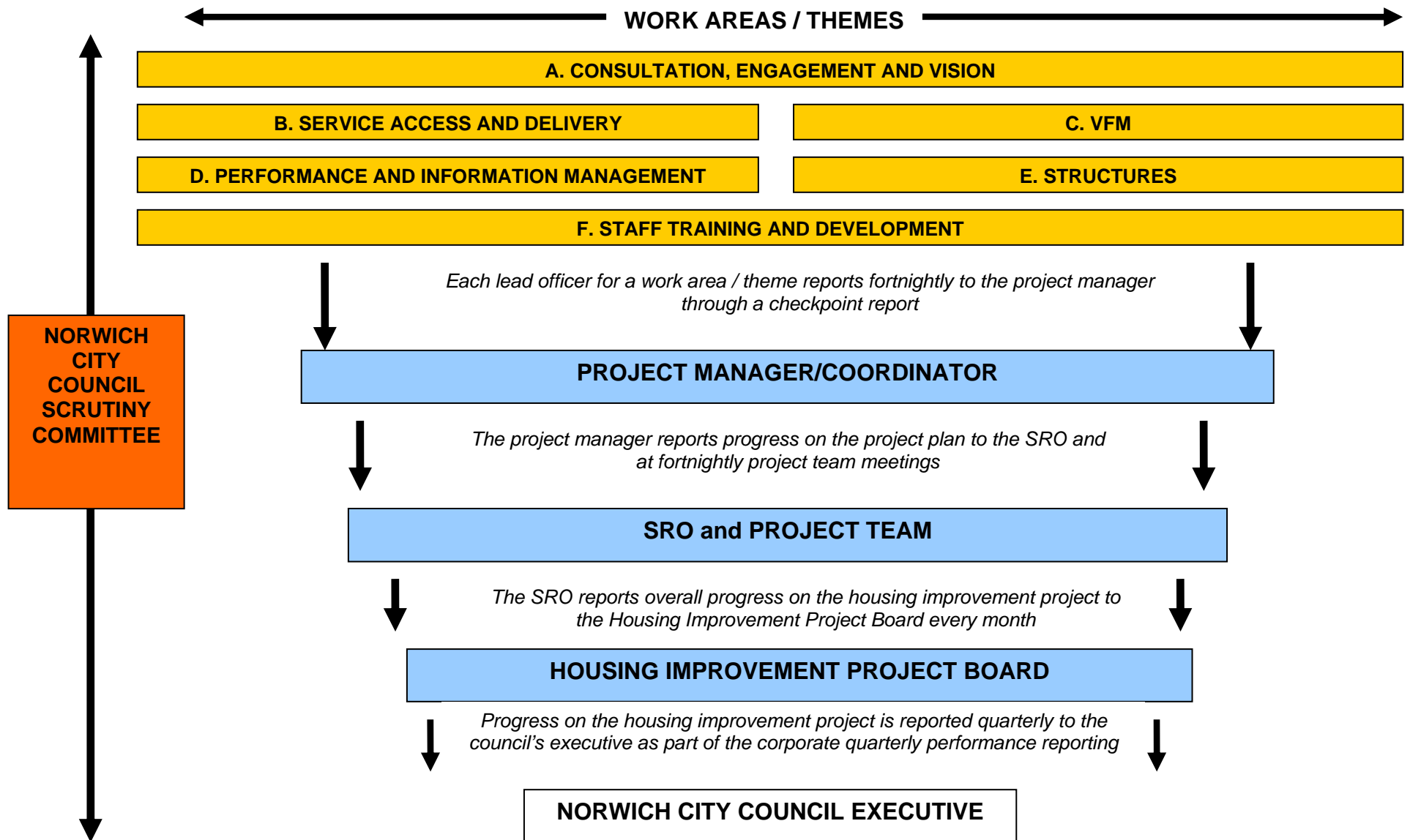
- Service/policy impact – significant changes in service provision or any change in council policy will need to be agreed by the Housing Improvement Board and then the Council's Executive prior to implementation of them commencing.
- Significant changes to overall project milestones – e.g. any major alteration to how, when or if a milestone can be delivered will require approval from the Housing Improvement Board through a report of the SRO.

- 4.7.4 It is the responsibility of the project manager in liaison with the SRO to determine where changes meet the requirements for formal authorisation from the Housing Improvement Board and the Council's Executive.

#### 4.8. Progress Reporting

- 4.8.1 A comprehensive framework has been developed for the reporting of progress across the housing improvement project which will provide information to the Housing Improvement Project Board, staff working on the project and any other parties who need this information. The relationship to the PMIB is to be determined.
- 4.8.2 The reporting framework is developed around the project plan and deliverables established and agreed. Annex C shows the proposed checkpoint report template to be used for this process. This template also incorporates the change control process.
- 4.8.3 Within the project each lead officer for a work area / theme reports fortnightly to the project manager through a checkpoint report. These should always be sent to the project manager at least 48 hours before the next project team meeting. The project manager will then use these checkpoint reports to inform their overall report of progress on the project plan and on the risk matrix to the SRO at the fortnightly project team meeting.
- 4.8.4 The SRO will report overall progress on the housing improvement project to the Housing Improvement Project Board every month; this will include an overview on the risk matrix.
- 4.8.5 Progress on the housing improvement project will be reported quarterly to the council's executive as part of the corporate quarterly performance reporting.

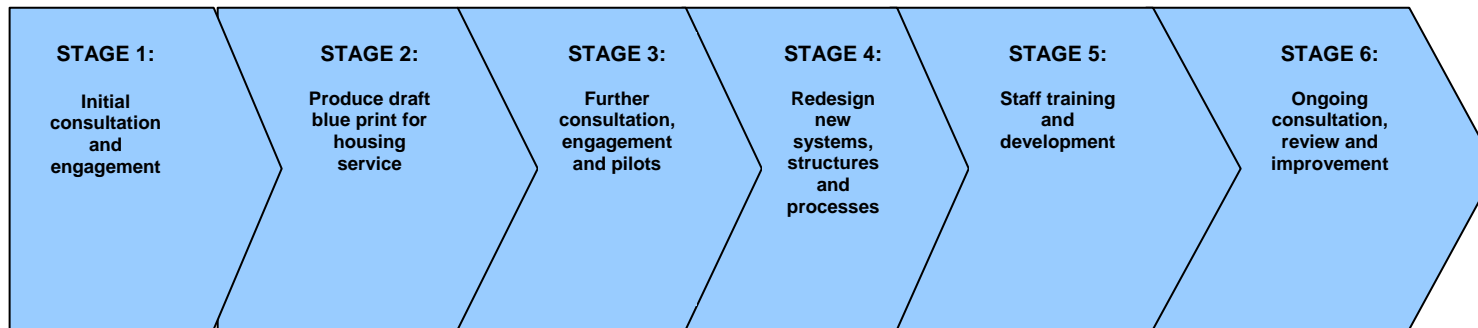
**DIAGRAM: NORWICH HOUSING IMPROVEMENT PROJECT REPORTING STRUCTURE**



## **5. Project Plan**

- 5.1 Annex E sets out a first draft of the project plan for the housing improvement project. This has been formulated from the existing housing improvement plans and the actions necessary to address the Audit Commission's initial findings (Please note: the draft action plan is currently being refined with timescales and milestones, following receipt of the final report from the Audit Commission).
- 5.2 The aim has been to produce a single project plan which focuses on the priority actions that will deliver sustainable improvement to the housing service.
- 5.3 The priority actions have been grouped into work areas/themes to ensure appropriate focus, defined work areas and clear accountability for their delivery.
- 5.4 As stated earlier it is also expected that once the lead officers for each of the work area/themes have been decided, that they will develop more detailed action plans that will support the delivery of the priority actions within their work area/them within the overall project plan.
- 5.5 The diagram below shows a summary of the main stages in the housing improvement project, followed by a short description of the key activities in each of the stages.

## DIAGRAM: SUMMARY OF MAIN STAGES OF HOUSING IMPROVEMENT PROGRAMME



### Stage 1: Initial Consultation and Engagement

5.7.1 The key activities in stage 1 would be:

- Establish the Housing Improvement Board and project team.
- Finalise the project initiation document, project plan, and risk matrix.
- Develop an effective programme of consultation and engagement with residents, staff and stakeholders for the housing improvement project
- Carry out initial consultation on service priorities, broad options for future service access and delivery arrangements, future mechanisms for resident involvement etc
- Carry out initial reviews of service access, tenancy sign up and management processes, the rent and arrears functions, ongoing consultation and engagement mechanisms, systems integration etc
- Gather best practice from elsewhere
- Commence work on the new asset management plan
- Complete the VFM strategy
- Establish the interim management structures

### Stage 2: Produce draft blue print for housing service

5.7.2 The key activities in stage 2 would be as follows:

- Utilise the results of the initial consultation, reviews of service areas/functions and the lessons learnt from best practice to produce a draft blueprint/vision for the service
- Achieve sign off from the housing improvement project board and executive for the draft blueprint/vision for further consultation and pilots

### Stage 3: Further consultation, engagement and pilots

5.7.3 The key activities in stage 3 would be as follows:

- Establish pilots in line with draft blueprint/vision, complete diversity impact assessments on draft new approaches and carry out further detailed consultation on draft blueprint/vision.
- Utilise diversity impact assessment, consultation and pilot results to finalise blueprint/vision for the service and secure housing improvement project board and executive approval
- Carry out review of management structures following completion of final blueprint/vision for service
- Produce draft revised management structure in line with new blueprint/vision for service and consult with staff and unions
- Revise, as necessary, remaining work areas/themes across the project plan according to final blueprint/vision for the service

### Stage 4: Implement new systems, structures and processes

5.7.4 The key activities in stage 4 would be as follows:



- Draw up implementation plan for new redesigned service areas/function in line with finalised blueprint/vision, with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc )and implement across service
- Complete programme of diversity impact assessments across areas of housing service not subject to priority re-design as part of this housing improvement project
- Establish new performance management reporting and monitoring arrangements
- Implement new management structure for service
- Revise service plan and team plans in line with new service arrangements and priorities

#### Stage 5: Staff Training and Development

5.7.5 The key activities in stage 5 would be as follows:

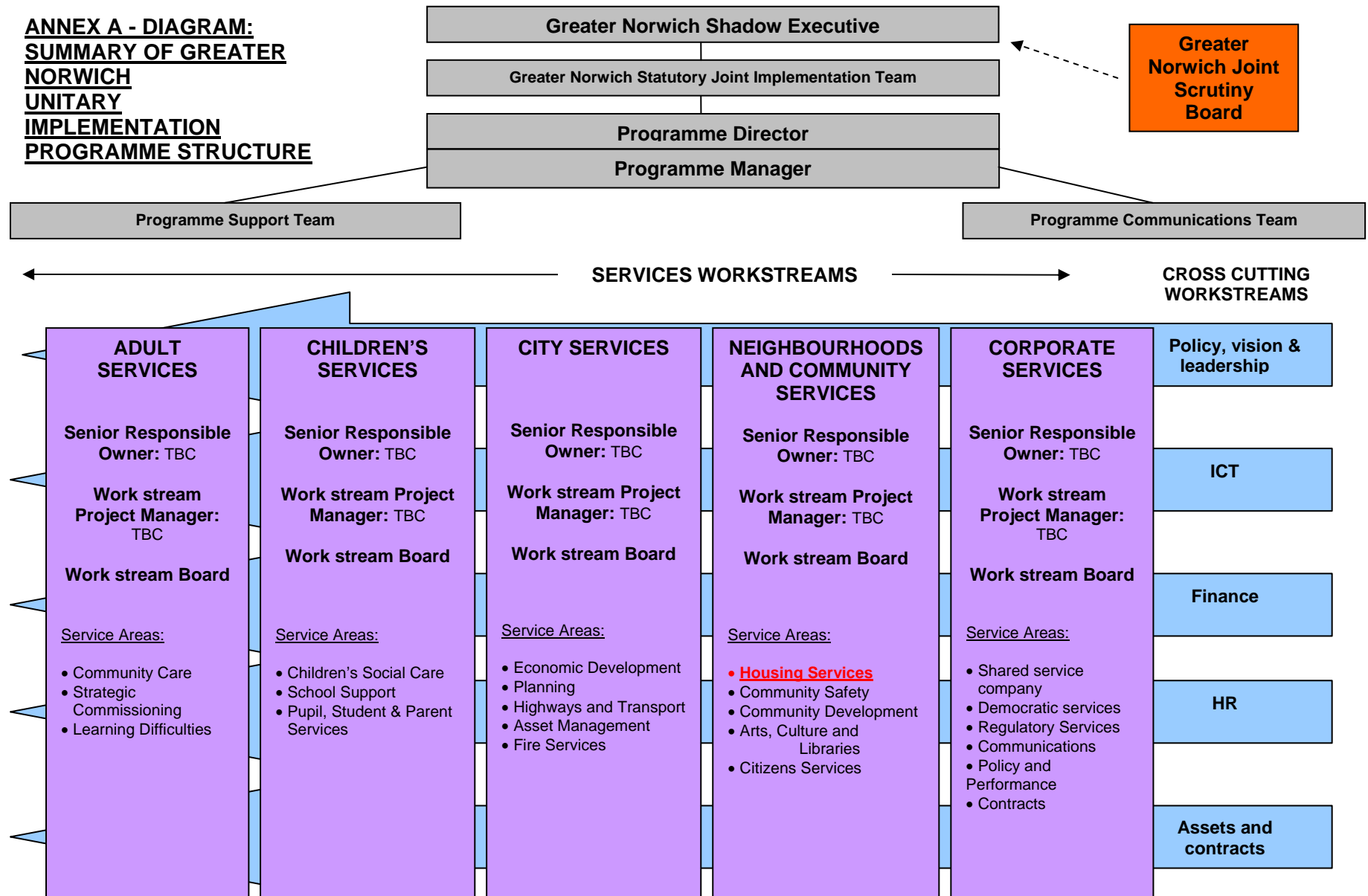
- Following completion of final blueprint/vision for service carry out full staff training needs analysis to deliver re-designed service
- Establish standard management and staff competencies frameworks within the service
- Establish rolling staff training and development programme

#### Stage 6: Ongoing consultation, review and improvement

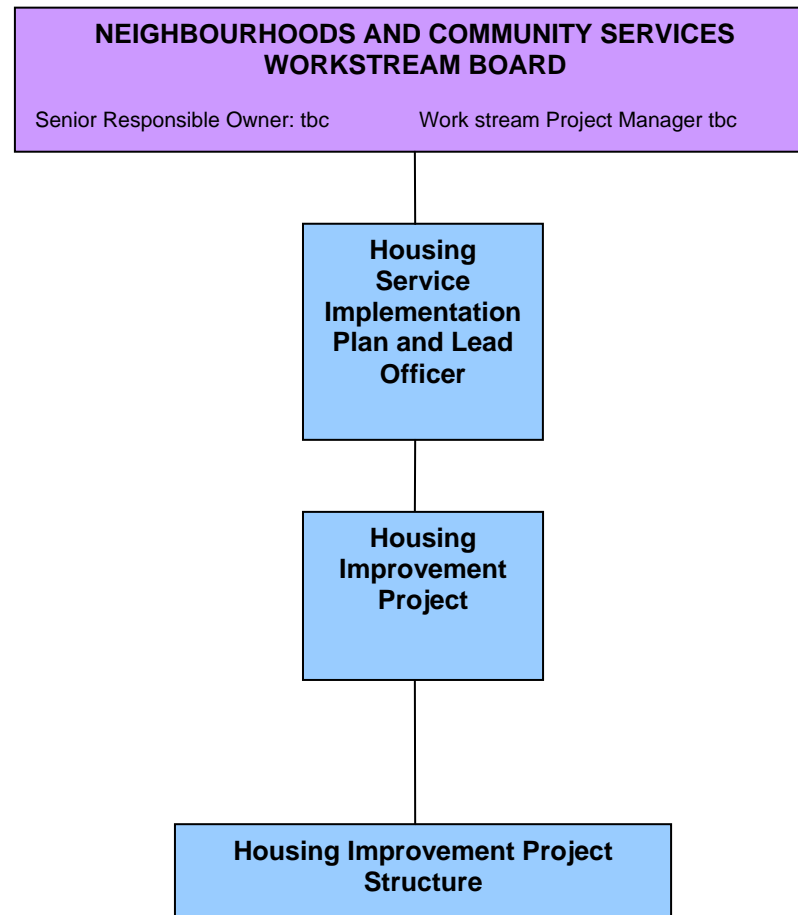
5.7.6 The key activities in stage 6 would be as follows:

- Ongoing programme of resident engagement and consultation rigorous performance management and service review and refinement to deliver continuous improvement

**ANNEX A - DIAGRAM:**  
**SUMMARY OF GREATER**  
**NORWICH**  
**UNITARY**  
**IMPLEMENTATION**  
**PROGRAMME STRUCTURE**



**DIAGRAM –**  
**SUMMARY OF HOW**  
**HOUSING**  
**IMPROVEMENT**  
**PROJECT WOULD**  
**BE INTEGRATED**  
**INTO GREATER**  
**NORWICH UNITARY**  
**IMPLEMENTATION**  
**PROGRAMME**



# **NORWICH HOUSING IMPROVEMENT PROJECT**

## **PROJECT INITIATION DOCUMENT (PID)**

**SENIOR RESPONSIBLE OWNER:**

JERRY MASSEY

**PROJECT MANAGER/COORDINATOR**

NIGEL ANDREWS

### Document Control & Approvals

Version	Date	Description	Author	Date signed off by project team	Date signed off by housing improvement board

<b>Purpose of Project Initiation Document (PID)</b>	<p><i>To define the housing improvement project and form the basis for its implementation, management and assessment of the overall success.</i></p> <p><i>There are two primary purposes of the PID:</i></p> <ul style="list-style-type: none"><li><i>To ensure the improvement project has a sound basis and its scope, priorities and deliverables are clearly understood and agreed by the Housing Improvement Project Board , Senior Responsible Owner, Project Manager, lead officers and project team.</i></li><li><i>To act as a base document against which the housing improvement project board, senior responsible owner and work stream project manager can assess progress, change management issues and ongoing viability questions.</i></li></ul>
<b>Document Overview</b>	<p><i>The main areas that the document will cover are:</i></p> <ul style="list-style-type: none"><li><i>Key definitions</i></li><li><i>Project objectives and outcomes</i></li><li><i>Scope of the project</i></li><li><i>Plans</i></li><li><i>Deliverables</i></li><li><i>Risk management</i></li><li><i>Benefits</i></li><li><i>Dependencies</i></li><li><i>Roles and responsibilities</i></li></ul>

<b>Key Definitions</b>	<i>Provide any definitions required to clarify content of document</i>
<b>Project Objectives</b>	<i>Short, clear objectives agreed by the Housing Improvement Project Board in liaison with the project team.</i>
<b>Project Outcomes</b>	<i>Outcomes required to ensure objectives are met</i>
<b>Scope of Project</b>	<i>Clarity of exact scope of projects</i>  <i>Areas which are included</i>  <i>Any areas excluded from project</i>
<b>Plans</b>	<i>Summary of start and key dates, milestones etc</i>  <i>Please attach a link to a copy of the full project plan and actions plans supporting each of the work areas/themes.</i>
<b>Deliverables</b>	<i>Deliverables listed with dates which will ensure the outcomes above can be delivered and against which the project can be measured</i>

<b>Benefits</b>	<i>Outline benefits to be achieved, financial and non financial – can be added to as project develops</i>
<b>Dependencies</b>	<i>Other areas of the council which this project has a critical dependency on</i>  <i>Information requirements</i>  <i>Decisions required to enable project to deliver requirements</i>
<b>Risk management</b>	<i>Please attach a link to the latest version of the project risk matrix here</i>
<b>Progress reports</b>	<i>Please attach links to the latest version of the fortnightly check point reports for each work area/theme</i>
<b>Any other information</b>	<i>Anything else that needs to be understood about this project</i>

## **Roles and Responsibilities**

### **Housing Improvement Board**

<b>Name</b>	<b>Role</b>	<b>Tel Number</b>	<b>E-mail address</b>
Peter Goddard	Chair		
Laura McGillivray	Chief Executive Officer NCC- & Project Sponsor		lauramcgillivray@norwich.gov.uk
Geoff Lowe	Chair- City Wide Board		
Terry Adkin	Deputy Chair- City Wide Board		
Dennis Roberts	Go- East		
Cecilia Tredget	Improvement East		
Mark	Audit Commission		
Sarah Richards	IDeA		
Liz Bisset	Cambridge City Council		
Brian Morrey	Deputy Leader- NCC		brianmorrey@norwich.gov.uk
Brenda Arthur	NCC Housing portfolio holder		brendaarthur@norwich.gov.uk

### **Project Team**

<b>Name</b>	<b>Role</b>	<b>Tel Number</b>	<b>E-mail address</b>
Jerry Massey	Senior Responsible Owner(SRO)	01603 212225	jerrymassey@norwich.gov.uk
Nigel Andrews	Project Coordinator	01603 212572	nigelandrews@norwich.gov.uk
Paul Sutton	Lead Officer - VfM		paulsutton@norwich.gov.uk
Sandra Franklin	Lead Officer- Communication, consultation and vision	01603 213103	sandrafranklin@norwich.gov.uk
Sarah Loades	Lead Officer- Performance Management and Information management	01603 212814	sarahloades@norwich.gov.uk
Alison Spalding	Lead Officer- Staff Training and	01603 212871	alisonsplading@norwich.gov.uk



	Development		
Andrew Wilson	Lead Officer- Service Access and Delivery	01603 212083	andrewwilson@norwich.gov.uk
Paul Swanborough	Lead Officer- KLOE's	01603 212388	paulswanborough@norwich.gov.uk
Jerry Massey	Lead Officer- Structures	01603 212225	jerrymassey@norwich.gov.uk

### **Key Stakeholders**

<b>Name</b>	<b>Relationship required</b>	<b>Tel Number</b>	<b>E-mail address</b>

### **Annex C – Template for Greater Norwich checkpoint report**

# **NORWICH HOUSING IMPROVEMENT PROJECT**

## **CHECKPOINT REPORT**

**SENIOR RESPONSIBLE OWNER:**

JERRY MASSEY

**PROJECT MANAGER/COORDINATOR**

NIGEL ANDREWS

**WORK AREA/THEME**

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**LEAD OFFICER FOR WORK AREA/THEME**

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<b>Date of this checkpoint report:</b>	
<b>Date of next checkpoint report:</b>	
<b>Document Location:</b>	<i>Link to electronic copy of this report</i>

<b>Actions</b> <i>(Overall progress against actions for this work area/theme)</i>	Owner	Start Date	Due Date	<b>Status</b> Purple = completed Green = on target Amber = Red =

[illegible]

<b>Activities</b>	<i>Description of activities since last checkpoint report.</i>
<b>Products Completed</b>	<i>Products completed since last checkpoint report</i>
<b>Benefits</b>	<i>Progress against realisation of financial and non-financial benefits identified in the PID</i>
<b>Deviations/ Problems/ Risks</b>	<i>Actual or potential problems / issues and updates provided to work stream risk matrix</i>
<b>Any Changes Proposed</b>	<p><i>An explanation of any changes proposed to PID or project plan including detailed reasons for why this is necessary</i></p> <p><i>An explanation for any proposed changes to service delivery or council policy that is being proposed so that these can be put forward to the Housing Improvement Project Board and then the Councils Executive</i></p>

<b>Work Planned</b>	<i>Activities planned before next checkpoint report</i>
<b>Products to be completed (by end of next checkpoint period)</b>	<i>Anything due for completion in next checkpoint period</i>

# Annex D: Template for Greater Norwich Risk Matrix

## NORWICH HOUSING IMPROVEMENT PROJECT RISK MATRIX

<b>SENIOR RESPONSIBLE OWNER:</b>  <b>PROJECT MANAGER</b>														
				<b>LIKELIHOOD OF RISK OCCURRING</b>	5	HIGHLY PROBABLE							EXAMPLE RISK C = 25 (VERY HIGH RISK)	
					4	PROBABLE								
					3	POSSIBLE				EXAMPLE RISK B = 9 (MODERATE RISK)				
					2	UNLIKELY								
					1	REMOTE	EXAMPLE RISK A = 1 (LOW RISK)							
							1	2	3	4	5			
		INSIGNIFICANT	MINOR	MODERATE	MAJOR	CRITICAL								
IMPACT ON PROGRAMME, WORKSTREAM, SERVICE OR PROJECT														
Ref	Work area/theme	Details of Risk	Potential Impact of Risk	Existing Controls	Impact	Likelihood	Net Risk Score	Risk Owner	Further Actions Required	Person who will implement further action	Timescale to implement further action	Date when risk last reviewed	Current Status/ Progress	
A														

**Net Risk Score:**    1 – 6 Low risk    7 – 10 Moderate risk    11 – 16 High risk    17 – 25 Very high risk

## Annex E Draft Housing Improvement Project Plan

Project Sponsor: Laura McGillivray    Senior Responsible Owner: Jerry Massey    Project Coordinator/Manager: Nigel Andrews

Link to project initiation document: \_\_\_\_\_

Link to latest version of risk matrix \_\_\_\_\_

*(Please note: the draft action plan is currently being revised by the project team with detailed timescales and milestones, following receipt of the final report from the Audit Commission).*

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status (Green/ Amber/ Red)	Link to supporting recommendation (Identified in Audit Commission Recommendation R1 –R6 or HQN report /consultants plan )	Related priority action	Link to supporting action plan	Link to latest version of checkpoint report for work area/theme
<b>A</b>	<b>CONSULTATION, ENGAGEMENT AND VISION WORK AREA/THEME</b>								Link to go here
A.1	Develop programme of consultation and engagement with tenants, leaseholders, staff and stakeholders for the housing improvement project and the individual components.					Audit Commission Inspection R1			
A.2	Carry out initial consultation with tenants, leaseholders, staff and stakeholders on service priorities and standards, broad options for future service access and delivery arrangements, future mechanisms for tenant and leaseholder engagement and involvement etc					Audit Commission Inspection R1/R6			
A.3	Utilise initial consultation results to shape a draft blueprint/vision for the future service informed by best practice					Audit Commission Inspection R1			



A.4	Achieve sign off from housing improvement board and executive for draft service blueprint/vision.								
A.5	Establish pilots in line with draft blueprint/vision, complete diversity impact assessments on draft new approaches and carry out further detailed consultation with tenants, leaseholders and staff on draft blueprint/vision for service					<b>Audit Commission Inspection R1/R2</b>			
A.6	Utilise diversity impact assessment, consultation and pilot results to finalise blueprint/vision for the service and secure housing improvement project board and executive approval					<b>Audit Commission Inspection R2</b>			
A.7	Revise, as necessary, remaining work areas/themes across the project plan according to final blueprint/vision for the service								
A.8	<p>Develop a proposed framework with tenants and leaseholders for effective ongoing consultation, engagement, and involvement, based on good practice, which delivers genuine two-way tenant, leaseholder and staff engagement including:</p> <ul style="list-style-type: none"> <li>• Installing multiple access channels for engagement and participation</li> <li>• Developing clear and accessible mechanisms for tenants and leaseholders to develop and agree service priorities, standards, access and delivery arrangements, local performance indicators and regularly monitor and challenge performance</li> <li>• Formulating a comprehensive and consistent systems of customer satisfaction surveying across the service</li> </ul>					<b>Audit Commission Inspection R1/ R2/R6</b>			

	<ul style="list-style-type: none"> <li>• Redeveloping the tenant compact</li> <li>• Establishing a leaseholders compact</li> <li>• Developing a clear role and purpose for estate walkabouts</li> <li>• Establishing a rolling programmes of joint staff, tenant and leaseholder training sessions on key shared issues e.g. equalities and diversity</li> </ul>								
A.9	Utilise initial consultation results (A.2) to inform production of draft ongoing consultation, engagement and involvement framework for inclusion in draft blueprint/vision for service (A.3)					<b>Audit Commission Inspection R1/R6</b>			
A.10	Establish pilots for new ongoing consultation, engagement and involvement framework and carry out diversity impact assessments and feed all the results into A.6					<b>Audit Commission Inspection R1/R2/R6</b>			
A.11	Revise ongoing consultation, engagement and involvement framework in line with final blueprint/vision for service					<b>Audit Commission Inspection R1/R6</b>			
A.12	Draw up implementation plan for new ongoing consultation, engagement and involvement framework with project team (including supporting arrangements etc)					<b>Audit Commission Inspection R1/R6</b>			
A.13	Implement new ongoing consultation, engagement and involvement framework with tenants and leaseholders			<b>Must be fully implemented by November 2009</b>		<b>Audit Commission Inspection R1/R6</b>			
A.14	Revise service plan and team plans in line with new ongoing consultation, engagement and involvement framework					<b>Audit Commission Inspection R1/R6</b>			

B	SERVICE ACCESS AND DELIVERY WORK AREA/THEME								Link to go here
B.1	<p>Carry out comprehensive service access review, drawing on best practice, including:</p> <ul style="list-style-type: none"> <li>Establishing who is unable to access services and what the barriers are.</li> <li>Future use of neighbourhood offices and other council buildings (services provided, opening times, facilities, signage, ensuring DDA compliance etc) .This must be closely aligned with overall corporate approach to neighbourhood working and VFM review (C.1)</li> <li>Appropriate out of hours service provision</li> <li>Improving service literature and electronic information (leaflets, website etc)</li> <li>Developing clear service standards and local performance indicators with tenants and leaseholders</li> <li>Future use of neighbourhood housing surgeries (number, locations, services provided etc)</li> <li>Future use of neighbourhood home visits</li> <li>Support provided to vulnerable residents (use of accessibility register etc)</li> <li>Usage/compliance with corporate complaints systems/standards.</li> <li>Signage on estates</li> </ul>					Audit Commission Inspection R1/R2/ R6			
B.2	Utilise initial consultation results (A.2) to inform production of new draft service access framework for inclusion in draft blueprint/vision for service (A.3)					Audit Commission Inspection R1/R2			

B.3	Establish pilots for new service access framework and carry out diversity impact assessments and feed all the results into A.6					Audit Commission Inspection R1/R2			
B.4	Revise service access framework in line with final blueprint/vision for service					Audit Commission Inspection R1/ R2			
B.5	Draw up implementation plan for new service access framework with project team (including supporting arrangements e.g. new scripting /staff training , performance monitoring etc )					Audit Commission Inspection R1/R2			
B.6	Implement new service access framework			Must be fully implemented by November 2009		Audit Commission Inspection R1/R2			
B.7	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: <ul style="list-style-type: none"> <li>• HB entitlement assessments</li> <li>• Approach to rent account establishment</li> <li>• Use of new tenant packs</li> <li>• Risk assessments of potential tenancy failure</li> <li>• Support assessments and arrangements for vulnerable tenants</li> <li>• Customer satisfaction surveying methods</li> <li>• Regularity and approach to tenant visits</li> <li>• Patch based working</li> <li>• Improving information about ASB services to ensure that tenants understand the approach</li> <li>• Regulatory and purpose of estate inspections</li> </ul>					Audit Commission Inspection R3			
B.8	Utilise initial consultation results (A.2) to inform production of draft tenancy and estate management and sign up processes for inclusion in draft					Audit Commission Inspection R3			

	blueprint/vision for service (A.3)								
B.9	Establish pilots for new tenancy and estate management and sign up processes and carry out diversity impact assessments and feed results into A.6					<b>Audit Commission Inspection R3/R2</b>			
B.10	Revise tenancy and estate management and sign up processes in line with final blueprint/vision for service					<b>Audit Commission Inspection R3</b>			
B.11	Draw up implementation plan for new tenancy and estate management and sign up processes with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc )					<b>Audit Commission Inspection R3</b>			
B.12	Implement new tenancy and estate management and sign up processes			<b>Must be fully implemented by April 2010</b>		<b>Audit Commission Inspection R3</b>			
B.13	Carry out review of rents and arrears (income management) function, based on good practice, including: <ul style="list-style-type: none"> <li>• Effective processes for monitoring and analysis of causes of arrears</li> <li>• Mechanisms for gathering and acting on regular feedback to ensure tenants are involved in shaping the service</li> <li>• Determining approach to rent setting policy</li> <li>• Refocusing of resources on collection and prevention of arrears</li> <li>• Assessing options for rent payment incentives</li> <li>• Developing strategic approach to the collection of former tenant arrears</li> </ul>					<b>HQN / R Veale Plan</b>  <b>Audit Commission Inspection R4/R5</b>			

B. 14	Utilise initial consultation results (A.2) to inform production of draft new rents and arrears function for inclusion in draft blueprint/vision for service (A.3)					Audit Commission Inspection R4/R5			
B. 15	Establish pilots for new rents and arrears function and carry out diversity impact assessments and feed results into A.6					Audit Commission Inspection R2/R4/R5			
B. 16	Revise rents and arrears function in line with final blueprint/vision for service					Audit Commission Inspection R4/R5			
B. 17	Draw up implementation plan for new rents and arrear function with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc )					Audit Commission Inspection R4/R5			
B. 18	Implement new rents and arrears function			Must be fully implemented by April 2010		Audit Commission Inspection R4/R5			
B. 19	Carry out review of voids process, drawing on good practice, including: <ul style="list-style-type: none"> <li>Establishing an agreed lettable standard</li> <li>Management of cost and benchmarking</li> <li>Establishing fast track procedure where limited work necessary</li> <li>Establishing a quality management system</li> </ul>					HQN/R Veale Plan  Audit Commission Inspection R5			
B. 20	Utilise initial consultation results (A.2) to inform production of draft new voids process for inclusion in draft blueprint/vision for service (A.3)					Audit Commission Inspection R5			
B.	Establish pilots for new voids process and carry out					Audit Commission Inspection R5/R2			

21	diversity impact assessments and feed results into A.6								
B. 22	Revise voids process in line with final blueprint/vision for service					Audit Commission Inspection R5			
B. 23	Draw up implementation plan for new voids process with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc) and implement fully across the service.					Audit Commission Inspection R5			
B. 24	Implement new voids process					Audit Commission Inspection R5			
B. 25	Complete programme of diversity impact assessments across areas of housing service not subject to priority re-design as part of this housing improvement project					HQN/R Veale Plan Audit Commission Inspection R2			
B 26	Establish protocol and monitoring procedures to ensure all contractors comply with the Council's equality and diversity policy			Must be fully implemented by April 2010		Audit Commission Inspection R2			
B 27	Establish robust ongoing monitoring processes for service's compliance with Code of Practice on Racial Equality, with a clear role for corporate equalities group.			Must be fully implemented by April 2010		Audit Commission Inspection R2			
B 28	Revise service plan and team plans in line with new service access and delivery arrangements					Audit Commission Inspection R1/R2			
B. 29	Review Choice Based Lettings Service In response to an external Audit of the allocation of Council Homes (April 2009) a review of the choice Based lettings process will be undertaken to ensure: a) the main recommendations of the review are			Must be fully implemented by October 2009		Audit Commission Review R1			

	<p>implemented and</p> <p>b) b) that policies and process are followed consistently and that appropriate controls are in place to demonstrate the soundness of the letting service.</p>								
<b>C</b>	<b>VFM WORK AREA/THEME</b>								Link to go here
C.1	<p>Complete and implement a robust VFM strategy and effective supporting processes, in consultation with tenants and stakeholders, with clear priorities for the future including:</p> <ul style="list-style-type: none"> <li>• an action plan setting out rolling system of benchmarking reviews across service aligned with performance reporting system (D4/5) to demonstrate that VFM outcomes are being delivered across service;</li> <li>• clear responsibility for leading the reviews and a system for bringing in service improvement support to address poor VFM through developing alternative methods of provision</li> <li>• ensuring all staff understand VFM and how they can influence outcomes;</li> <li>• reviewing the way that leaseholders are charged for services, ensuring that charges are accurate and timely;</li> <li>• maximising VFM by ensuring that all income is</li> </ul>			<p><b>Must be fully implemented by November 2009</b></p>		<p><b>HQN/R Veale Plan</b></p> <p><b>Audit Commission Inspection R5</b></p>			



	collected where possible and exploring areas of inward investment								
C.2	Develop asset management plan which is aligned with corporate asset management strategy and delivers: <ul style="list-style-type: none"> <li>• effective monitoring of resource hungry stock</li> <li>• long term asset planning</li> <li>• clear procedure for planned and responsive maintenance</li> <li>• clear policy and procedure for decommissioning of assets</li> </ul>					HQN / R Veale Plan			
C.3	Ensure requirements of VFM strategy and asset management plan is fully fed into contract relet process					HQN / R Veale Plan  Audit Commission Inspection R5			
D	<b>PERFORMANCE AND INFORMATION MANAGEMENT WORK AREA/THEME</b>								Link to go here
D.1	Develop action plan for creation of necessary systems functionality and processes for systemic tenant profiling to drive future service development and improvement including: <ul style="list-style-type: none"> <li>• Comprehensive equalities and diversity information,</li> <li>• Detailed information on support needs, with clear liaison and data sharing protocols with supporting organisations</li> <li>• Effective mechanisms for adjusting services and access arrangements with clear targets to be monitor and tracked</li> </ul>					Audit Commission Inspection R1/ R2/R6			
D.2	Implement new tenant profiling system to drive			Must be fully		Audit Commission			

	future service development and improvement			<b>implemented by November 2009</b>		<b>Inspection R1/ R2/R6</b>			
D.3	Carry out reviews of existing systems to determine options for better data integration and visibility across the service and wider organisation								
D.4	<p>Develop a new core set of performance indicators and management information , based on redesigned service, in line with final blueprint/vision (as determined through consultation with tenants and leaseholders), including:</p> <ul style="list-style-type: none"> <li>• Key Nis</li> <li>• Key local PIs to test priorities in service blueprint/vision</li> <li>• Service standards</li> <li>• Key tenant profiling data and targets including equalities and diversity data</li> <li>• Key customer satisfaction PIs</li> <li>• Key VFM data</li> </ul>			<b>Must be fully implemented by November 2009</b>		<b>Audit Commission Inspection R1/R2/R6</b>			
D.5	<p>Establish and implement robust and highly visible performance management framework and culture within the service, aligned with corporate performance reporting framework, which delivers:</p> <ul style="list-style-type: none"> <li>• Clear and consistent approach to target setting</li> <li>• Clear accountability and processes for regular and robust data collection and performance monitoring</li> <li>• High visibility performance targets aligned with priorities in final blueprint/vision with clear ownership for delivery</li> </ul>			<b>Must be fully implemented by November 2009</b>		<b>Audit Commission Inspection R1/R6</b>			

	<ul style="list-style-type: none"> <li>Clear VFM targets informed by regular benchmarking</li> </ul>								
<b>E</b>	<b>STRUCTURES WORK AREA THEME</b>								<a href="#">Link to go here</a>
E.1	Establish interim management structures including filling vacant posts and finalise lead officers for each work area/themes in housing improvement project plan					<b>Audit Commission Inspection R6</b>			
E.2	Carry out review of management structures following completion of final blueprint/vision for service (A6).								
E.3	Produce draft revised management structure in line with new blueprint/vision for service and consult with staff and unions.								
E.4	Revise as necessary following consultation and implement new management structure for service								
<b>F</b>	<b>STAFF TRAINING AND DEVELOPMENT WORK AREA/THEME</b>								<a href="#">Link to go here</a>
F.1	Following completion of final blueprint/vision for service carry out full staff skills audit and training needs analysis to deliver re-designed service.					<b>HQN/R Veale Plan</b> <b>Audit Commission Inspection R6</b>			
F.2	Establish standard management and staff competencies frameworks within the service including.: <ul style="list-style-type: none"> <li>Vision for service</li> <li>Service priorities</li> <li>Customer focus</li> <li>Equalities and Diversity</li> <li>Child safeguarding responsibilities</li> <li>VFM</li> <li>Compliance with corporate policies, procedures and standards</li> </ul>					<b>Audit Commission Inspection R2/R6</b>			

	<ul style="list-style-type: none"> <li>Line management standards (fortnightly 1-2-1s, monthly team meetings, annual appraisals etc)</li> <li>Need for effective two way cascade of information/communication</li> <li>Performance management framework in line with D5</li> </ul>								
F.3	Every child matters. Ensure that all aspects of the service understand the every child matters agenda and that appropriate safeguards are in place and followed.					Serious case review March 2009.			
F.4	Develop and implement staff training and development programme with: <ul style="list-style-type: none"> <li>Management development plans and targets for each manager in line with management competencies framework</li> <li>Bespoke training plans and targets for each member of staff aligned to revised team plans and in line with required staff competencies framework</li> </ul>			Must be fully implemented by November 2009		HQN/R Veale Plan  Audit Commission Inspection R6			
G	Key Lines of Enquiry (KLOE's)								
	Revise KLOE's in line with the key work areas within the action plan including: <ul style="list-style-type: none"> <li>Establishing a clear framework for each KLOE and its relationship to service provision.</li> <li>Ensure that KLOE's are embedded within service areas and that staff understand their application in regard to service delivery and</li> </ul>			Must be fully implemented by November 2009					

	continuous service improvement.								
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