

Wiltshire Council

Cabinet

14 March 2017

Subject: Wiltshire Council's Housing Board Annual Report

**Cabinet Member: Cllr Jonathon Seed
Cabinet Member for Housing (exc. Strategic Housing),
Leisure, Libraries and Flooding**

Key Decision: No

Executive Summary

The purpose of this report is to update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2015 and November 2016 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

Throughout this period, the Board has engaged in a range of activities to shape the service offered to residents and their families, further increase service quality via appropriate monitoring mechanisms, encourage resident engagement and protect the reputation of the council as a landlord by ensuring a robust Business Plan is implemented.

Areas focused on by the Board have included the Housing Revenue Account 30 Year Business Plan, the implications of welfare reform and policy amendments, including the rent reduction of 1% per annum for 4 years. Budget updates and Key Performance Indicator's (KPIs) have also been presented; a Board KPI sub-group assessed targets for the year.

Main current and future strategic risks and actions have been factored into the Board's work, alongside identifying the main priorities for the service and linking these to corporate objectives.

An Elderly Accommodation Council report on Wiltshire Council's Resident Engagement was received by the Board, as was the Environment Select Committee's (ESC) report on resident engagement across Wiltshire. The Board provided its response and has met with the ESC to confirm current arrangements. The Housing Assurance Panel (scrutiny) has presented a number of reports, alongside which the service presented its response; management response updates have also been presented; the HAP has evolved since inception and now engages in joint project work.

Reforms suggested by the Board have been incorporated into our service specific Risk Register, which in turn has been aligned with the corporate Risk Register and a mechanism introduced to ensure that, where necessary, risks are escalated to corporate level. The Board have compared current complaints levels with those of comparable organisations to ensure high standards of operational effectiveness.

Briefings have been given to the Board on a number of topics, including:

- Under and over occupation.
- Level of support for younger residents.
- 'Right to Buy' receipts.
- How feedback is captured in relation to planned maintenance.
- Accommodation for under 35's.
- Development of tenancy inspections.

Via a working group that a number of members are actively involved in, Board members are an intricate element of procuring repairs and planned maintenance services; thus enabling the Board members to update the whole Housing Board and to include all Board members viewpoints when contributing to the working group.

Peer challenge outcomes have been considered and participants contributed toward the formation of a Wiltshire Housing Strategy and the services Annual Report to Tenants and Leaseholders 2015/16; members have been involved in shaping the services' Forward Work plan, as well as reviewing the Resident Engagement Strategy. An updated HRA Scheme Priority Ranking document and a paper on the Sheltered Housing proposed review were also considered.

The Board's Annual General Meeting included an overview of the year, presented by the Chairman and an update on the budget position, as well as an unused question and answer session. The main meeting was dedicated to 3 significant priority items and included debate around the implications of the Autumn Statement 2016:

- HRA Business Plan.
- Asset Management Strategy.
- Building Maintenance Contract Procurement Update.

Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

The Housing Board is nearing completion of its first 4 year cycle, which is linked to the council's local electoral cycle. This provides a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council.

The service is minded to engage external independent support, to strategically assess and review the Housing Board, evaluate our current arrangements

against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock.

Proposal

For Cabinet to note this Annual Report.

Reason for Proposal

Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

Carolyn Godfrey, Corporate Director

Wiltshire Council

Cabinet

14 March 2017

Subject: Wiltshire Council's Housing Board Annual Report

**Cabinet Member: Cllr Jonathon Seed
Cabinet Member for Housing (exc. Strategic Housing),
Leisure, Libraries and Flooding**

Key Decision: No

1. Purpose of Report

1.1 To update Cabinet regarding the activities of Wiltshire Council's Housing Board between December 2015 and November 2016 and comply with its Terms of Reference which requires an update to be provided to Cabinet.

2. Relevance to the Council's Business Plan

2.1 As part of their Away-Day's in November 2014 and January 2016, and their regular meetings, the Board set future priorities, which were constructed to complement the Council's Business Plan.

3. Overview and Scrutiny Engagement

3.1 This report is for noting by Cabinet and provides an update on the activities of Wiltshire Council's Housing Board. It does not require a decision to be made. The report was presented to the Council's Overview and Scrutiny function (Environment Select Committee) on 22 February 2017. The Environment Select Committee noted the report.

4. Background

4.1 At its 22 January 2013 meeting, Cabinet resolved that it approved the setting up of a Management Board for the governance of council housing consisting of an equal number of Councillors, tenants and independents, with a recommendation that such a panel should be in place by April 2013.

4.2 Appointments to the Board were made in November 2013 and December 2013 and the Board held its inaugural meeting on 17 December 2013. In January 2014, the Board introduced 'Open Sessions' at the beginning of each meeting where residents could attend and put questions to Board members.

4.3 Board meetings are approximately held on a bi-monthly basis:

- a) For the year 2016, meetings were scheduled and held in January, March, May, July (held in September), September (held in October) and November.

4.4 The Board's Annual General Meeting was held on 28 November 2016.

5. Overview (December 2015 – November 2016)

5.1 The Board did not have a meeting scheduled for December 2015.

5.2 Between January 2016 and March 2016, the Board considered the strategic implications of the Housing and Planning Bill (as it was), the Housing Peer Review and financial and budgetary matters, including:

- a) Welfare reform.
- b) Rent reduction of 1% per annum for 4 years.
- c) Impact on income, expenditure and reserves.
- d) Implications for the 30 Year Business Plan.

5.3 Furthermore, between January 2016 and March 2016, the Board engaged in group activities to identify the main current and future strategic risks and actions, whilst ensuring that short, medium and long term priorities served to strategically link the service with corporate objectives.

5.4 Also between January 2016 and March 2016, the Board received Budget Updates, Key Performance Indicators (KPIs) data and the Elderly Accommodation Council's report on Wiltshire Council's Resident Engagement. An updated Management Response to the Housing Assurance Panel's (HAP) first report entitled 'Introduction to a Tenancy' was received, as were the updated Risk Register and the findings of the Board's sub-group which worked with the service to refine the Risk Register and ensure full compliance with corporate expectations, corporate guidance and the corporate Business Plan. Complaints were compared against comparable housing providers and a briefing was received about under and over occupation of housing. The Board also considered its Work Plan and were verbally updated about procurement and restructure proposals.

5.5 Participants also considered and made recommendations, between January 2016 and March 2016, on the following:

- a) Development of Tenancy Inspections.
- b) Level of Support for Younger Residents.
- c) Planned Maintenance – How Feedback is Captured.
- d) Risk Register – Corporate Feedback.
- e) HAP's third scrutiny report – 'Planned Maintenance: Kitchens and Bathrooms', alongside the Management Response and a general HAP update paper.
- f) Housing Strategy and Forward Work Programme, which included establishing a sub-group to review performance indicators and targets for 2016/17.
- g) Housing Peer Challenge Result (Cabinet Paper).

- h) Proposed review of Wiltshire Council's Housing Board.
- i) 'Right to Buy' Receipts.
- j) Procurement Process.

5.6 Throughout April 2016 and June 2015, Board members received a presentation in respect of the services' Forward Work Programme and made recommendations around their preferred priorities. An End of Year Performance Report was presented alongside the Board's KPI sub-group reporting back, which included agreed targets for the year 2016/17 which were constructed to complement the Board's priorities.

5.7 Participants were provided with the Environment Select Committee Tenant Scrutiny Report, considered the Executive Response to this report and provided their own viewpoint, which was to be appended. A briefing was received in respect of accommodation for under 35's, including Selwood Housing's Policy change. As on previous occasions, Board members were verbally updated about the review of the Board and procurement matters.

5.8 Between July 2016 and September 2016, the Risk Register was reconsidered and was to become a standing item. KPI's for 2016/17 Q1 were presented along with the Annual Report to Tenants and Leaseholders 2015/16, which was to be made available digitally. Verbal updates were provided in respect of the following:

- a) Housing Strategy Paper for Cabinet.
- b) Building Maintenance Contract Procurement.
- c) Housing Revenue Account (HRA) Business Plan.

5.9 Also between July 2016 and September 2016, the Board received the Resident Engagement Strategy Review, organised a meeting with the Environment Select Committee (including the Housing Board and its own scrutiny sub-committee, the Housing Assurance Panel) to consider the Tenant Scrutiny Report, and were presented with:

- a) The HAP's fourth scrutiny report, this time relating to the residents' magazine 'Housing Matters'.
- b) The Management Response to the report on 'Housing Matters'.
- c) A progress update from the service in respect of the HAP's third scrutiny report, namely 'Planned Maintenance: Kitchens and Bathrooms'.

5.10 The Board's September 2016 meeting, which was held in October 2016, included the updated HRA Scheme Priority Ranking and a paper on the Sheltered Housing Proposed Review Criteria, alongside a number of presentations and thorough discussions in respect of:

- a) Building Maintenance Contract Procurement.
- b) Housing Revenue Account (HRA) Business Plan.
- c) Asset Management Strategy (AMS).

- 5.11** Furthermore, at their September 2016 meeting, which was held in October 2016, Board members took the view that there was scope to utilise their next meeting to further address and move forward the above matters, particularly as these were cited by the Board as priorities for the service. As such, programmed items were put back to a later meeting.
- 5.12** In November 2016, the Board held its third Annual General Meeting, which included a Housing Revenue Account (HRA) Finance Update and the Chairman's overview of the year. Programmed into the agenda, was a question and answer session. There were no public attendees beyond HAP members; the question and answer session was unused.
- 5.13** Immediately following the AGM meeting, the Board held its regular meeting, which was dedicated to 3 significant priority items:
- a) Housing Revenue Account (HRA) Business Plan – which included a thorough discussion around the current financial model, policy changes and their impact. The outcomes of the Chartered Institute of Housing's Business Plan modelling were added to the January 2017 meeting agenda.
 - b) Asset Management Strategy – which included the Consultation Framework, key actions and the proposal that a residents' focus group be established in relation to the Wiltshire Home Standard. The spirit of consultation was supported by the Board, with the residents' focus group being approved, although a consultation survey was viewed as requiring refinement.
 - c) Building Maintenance Contract Procurement Update.
- 5.14** The Sheltered Housing Review, which is due to furnish the service and members with a strategic overview of the sheltered housing schemes, was due to be presented, however this was later added to the January 2017 meeting agenda.
- 5.15** The Housing Assurance Panel (HAP) sits below the Housing Board. To date, the HAP has produced a number of reports:
- (a) **Project #1 – 'Introduction to a Tenancy' (July 2015).**
The report was presented at the Board meeting held on 27 July 2015. The management response was presented at the Board meeting held on 5 October 2015. A management response update was presented at the Board meeting held on 25 January 2016.
 - (b) **Project #2 – 'Voids' (October 2015).**
The report and management response were presented at the Board meeting held on 30 November 2015. A management response update was not required.
 - (c) **Project #3 – 'Planned Maintenance: Kitchens and Bathrooms' (March 2016).**
The report and management response were presented at the Board meeting held on 21 March 2016. A management response update was presented at the Board meeting held on 5 September 2016.

- (d) **Project #4 – ‘Housing Matters’ (June 2016).**
The report and management response were presented at the Board meeting held on 5 September 2016. The Board placed the recommendations on hold, pending the outcome of a residents’ survey. A management response update will be timetabled, if and/or when required.
- (e) **Project #5 – ‘Grounds Maintenance (particularly grass cutting)’ (November 2016).**
The report and management response are due to be presented at the Board meeting to be held on 30 January 2017. A management response update has been timetabled for 22 May 2017.
- (f) **Check-Back #1 – Verbal Exercise (November 2016).**
The HAP spoke with the appropriate officers, to establish if their recommendations had been implemented, the impact of their recommendations and to gain the feedback of officers. The HAP intends to provide a verbal update to the Housing Board.
- (g) **Joint Project #1 – ‘New Ways of Working: Recruitment and Collaboration’ (ongoing).**
The HAP has been working in collaboration with Paragon Community Housing’s scrutiny team. Collectively, members have investigated this topic and intend to present a joint report to both the Housing Board and Paragon’s Board.

6. Priorities

- 6.1** November 2014 saw the first Board Away-Day entitled ‘Fit For The Future’ which resulted in the Board agreeing its strategic objectives for the year 2015/16.
- 6.2** The Board’s second Away-Day was held in January 2016. Entitled ‘Fit For The Future – Responding to Change’, the session focused on new policies from Government, including Welfare Reform. Information from the General Election 2015, the Summer Budget 2015 and the Comprehensive Spending Review and Autumn Statement from November 2015, were incorporated.
- 6.3** Board members were provided with presentations on and asked to consider the implications of:
 - a) Housing and Planning Bill:
 - i) What is the bill and what does it contain?
 - ii) What are the welfare reforms?
 - iii) Housing Peer Challenge.
 - b) Finance and Budgets:
 - i) Rent reduction of 1% per annum for 4 years.

- ii) What does this mean?
- iii) Impact on income, expenditure and reserves.
- iv) Implications for the 30 Year Business Plan.

6.4 As part of their Away-Day, the Board agreed:

- a) In respect of the impact on high income tenants, for locally based advice sessions to be held.
- b) For reserves to be utilised to address the situation for the coming months, after which different options would be presented to them.
- c) For information relating to under-occupation and over-occupation, by bedroom size and location, to be presented.
- d) To use the Open Market Register (OMR) to help people to access other forms of affordable housing (as opposed to social or affordable rented housing).
- e) The need for a wider social housing register bringing in more people.
- f) Improvement of the Housing Assurance Panel (HAP – scrutiny) by adding members and involving tenants on a case-by-case basis.
- g) Improved focus on using the Borough Wide Group (BWG) as a consultation body and to consult residents more.
- h) For the service to proceed with its desktop exercise looking at an analysis of the demographics and tenure mix of The Friary, as soon as possible.
- i) To receive a completed Stock Condition Survey and a list of non-economically viable housing (in terms of long term repair and maintenance costs).

6.5 During 2016, Board members recommended to the service that the following strategic matters be prioritised, as noted in the minutes of their meeting held on 23 May 2016:

- a) “That the main 2 priorities, in respect of the Housing Revenue Account, be:
 - Asset Management Strategy.
 - Housing Revenue Account Business Plan.

Furthermore, in respect of the 2 priorities, above:

- The Board endorses the service having the flexibility to utilise additional resource, as and when required, within the overall finances of the Housing Revenue Account.
- That when the first version of the Asset Management Strategy is presented, it will include proposals for resident consultation, and the full Asset Management Strategy is to be delivered over the coming 12 to 18 months.”

6.6 Board members operate in a fair and balanced manner, maintain their independence and make recommendations to Housing Services; the

Board can also make recommendations to Cabinet; however, powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013.

7. Review

7.1 The Housing Board is nearing completion of its first 4 year cycle, which is linked to the council's local electoral cycle. This provides a sensible opportunity for the service to strategically assess and review the operations of the Board, both in terms of its work and how it interacts with the Executive structure of Wiltshire Council.

7.2 The service is minded to engage external independent support, to strategically assess and review the Housing Board, evaluate our current arrangements against those considered as good practice and provide commentary on how other local authorities manage their own council housing stock.

8. Attendance Record (December 2015 – November 2016)

8.1 Attendance relates to Board meetings only (that is, the figures exclude Away-Days, sub-groups, etcetera).

8.2 Of the 6 meetings held in 2016, attendance was:

WCHB Member	25/01	21/03	23/05	05/09	03/10	28/11	Total
Councillor Richard Clewer	✓	✓	✓	✓	✓	✓	6 (100%)
Angela Britten (Tenant Member)	✗	✓	✓	✓	✓	✗	4 (66.6%)
Robert Chapman (Independent Member)	✓	✓	✓	✓	✓	✓	6 (100%)
Cindy Creasy (Independent Member)	✓	✓	✓	✗	✓	✓	5 (83.3%)
Jacqui Evans (Independent Member)	✓	✗	✗	✗	✗	✓	2 (33.3%)
Lorraine Le-Gate (Tenant Member)	✓	✓	✗	✓	✗	✓	4 (66.6%)
Emma Powell (Tenant Member)	✓	✓	✓	✗	✓	✗	4 (66.6%)
Councillor Ian Tomes	✓	✓	✓	✓	✓	✓	6 (100%)
Councillor Fred Westmoreland	✗	✓	✓	✓	✓	✓	5 (83.3%)

8.3 In early January 2017, Miss Powell (Tenant Member) alerted the service to her departing the Board with immediate effect. As the Board is currently being reviewed (please see section 7), the service has not initiated a recruitment exercise, at this time.

9. Safeguarding Implications

- 9.1 There are no significant safeguarding implications associated with this proposal.

10. Public Health Implications

- 10.1 There are no significant public health implications associated with this proposal.

11. Corporate Procurement Implications

- 11.1 There are no significant corporate procurement implications associated with this proposal; although should the Board make recommendations regarding procurement of services to be delivered to residents, then this will become a consideration.

12. Equalities Impact of the Proposal

- 12.1 All Board members operate in and treat all residents in a fair and balanced manner, maintain their independence and make recommendations to Housing Services. Board members do not represent a particular area; they represent all council residents in the county of Wiltshire and make recommendations in the best interests of all council residents in Wiltshire.

13. Environmental and Climate Change Consideration

- 13.1 There are no significant environmental or climate change implications associated with this proposal.

14. Risk Assessment

- 14.1 Risks that may arise if the proposed decision and related work is not taken:** Wiltshire Council's Housing Board would fail to meet the requirements of its Terms of Reference, namely to provide an Annual Report to Cabinet and potential deterioration of or missed opportunity to improve services if the Board were not to focus their efforts on the identified priorities. This paper is only for noting.

- 14.2 Risks that may arise if the proposed decision is taken and actions that will be taken to manage these risks:** Wiltshire Council's Housing Board may fail to make recommendations which improve services for residents and their families, missing an opportunity for improvement, or make recommendations which leads to a deterioration of service quality. This paper is only for noting.

- 14.3 Powers cannot and have not been conferred on the Board so as to enable it to make binding decisions, as outlined in the Paper passed by Cabinet on 22 January 2013. The Board makes recommendations to Housing Services and can make recommendations to Cabinet.

15. Financial Implications

15.1 There are no significant financial implications associated with this proposal.

16. Legal Implications

16.1 There are no significant legal implications associated with this proposal.

17. Options Considered

17.1 A formal report to Cabinet is required. No alternative options were considered.

18. Conclusions

18.1 There is increasing evidence that Wiltshire Council's Housing Board is having a positive impact on the quality of service provision to residents and their families, has itself created an additional opportunity for residents to engage with the service and shaped further engagement opportunities.

19. Proposal

19.1 For Cabinet to note this Annual Report.

20. Reason for Proposal

20.1 Wiltshire Council's Housing Board's Terms of Reference require an Annual Report to be presented to Cabinet.

James Cawley (Associate Director, Adult Care Commissioning and Housing)

Report Author: Ian Seeckts, Governance and Scrutiny Officer,
ian.seeckts@wiltshire.gov.uk, Tel: 01722 434353

16 January 2017

Appendices

Appendix 1 – Housing Priorities and Workplan (April 2016).

Appendix 2 – Service Plan Monitor (external Excel file).

Background Papers

The following documents have been relied on in the preparation of this report:

None.

Appendix 1

(please note: document relates to multiple housing services, not just the council's landlord business which are highlighted in orange)
Please also consider Appendix 2: Service Plan Monitor (external Excel file).

Housing Priorities and Workplan (April 2016)

Priority	Action(s)	Lead Officer	Target date	Notes
1 Ensure residents are able to access a range of housing and care options to meet needs	a) Promote the Open Market Register to support access to home ownership	John Walker	October 2016	
	b) Options paper on the models for affordable housing to address; <ul style="list-style-type: none"> (i) Where applicants on benefits unable to afford rented e.g. large families/under 35s – what are the options? (ii) RP affordability tests – review impact on customers and volume affected (iii) What options can be delivered that are affordable and accessible (iv) Alternatives to RP delivery due to reduced capacity of RPs and more risk averse approach & less delivery of rented through planning 	Helen Taylor	March 2017	Within the next 12 months
	c) Ensure options in place to accommodate refugee households <ul style="list-style-type: none"> i) Work with voluntary sector and colleagues to deliver accommodation and services for 	Nicole Smith	August 2016	Phase 1 complete, phase 2 started and due in UK 2 nd week in June 16

	refugee households			
	d) Gypsy and Traveller site refurbishment – Phase 2 i) Decision regarding options ii) Completion of works	Tim Bruce / Mike Davies	September 2016 September 2018	Revised paper now with JC
	e) New Build programme and delivery of new affordable housing to meet need I. Council house build programme II. Enabling of new affordable homes	Tim Bruce Helen Taylor	March 2018 March 2017	
2 Make best use of existing housing stock in Wiltshire	a) Develop an asset management strategy for council housing stock to include; <ul style="list-style-type: none"> i. Options for regeneration of estates ii. Disposal strategy and strategy for high value stock iii. Sheltered housing review iv. Strategy for garages v. General stock issues vi. Approach to adapted properties vii. Void standard 	Tim Bruce	March 2017	Needs to be completed within next 12 months
3 Review services to ensure they meet need, deliver good value for money and	a) Review support services contracts and re-commission supported housing services <ul style="list-style-type: none"> (i) Identify services required, develop specification and procure new contracts to meet needs within budget – need new contracts in place by March 2017. 	Helen Taylor	October 2017	

deliver good quality outcomes	(ii) Review all accommodation commissioned by the council in Wiltshire across all departments e.g. public health, youth offending, social care services as well as housing.			
	(iii) Ensure effective and quicker move on options			
	b) Review and procure planned and responsive maintenance contracts	Janet O'Brien	September 2017	Interim options followed by long term options going forward
	(i) Consult with managers (ii) Agree how to involve staff & residents (iii) Clarify timeline/project plan (iv) Review policies and procedures			
c) Review Allocations service	John Walker	April 2017		
(i) Monitor demand (ii) Explore options to deliver more cost effective service (iii) Upgrade of Abritas				
d) Review HRA Business Plan	Nicole and Janet – along with finance	April 2017		
(i) budget (ii) impact of housing & planning bill and welfare reform (iii) update policies e.g. tenancy policy				

	(iv) Review service charges including leaseholds (i) Review staff structure in line with agreed priorities			
	e) Explore options for delivering ongoing efficiencies and savings across HRA and general fund	All managers	April 2017	
	f) Review of the Housing Board	James	October 2016	Looking to appoint a consultant
4 Ensure robust strategies and policies are in place supported by a robust evidence base to enable successful delivery of projects and services	a) Develop and adopt Housing Strategy (i) Agree timetable for adoption of the strategy including a programme of consultation (ii) Agree an action plan	James	December 2016	Consultation May / July, followed by Cabinet then adoption at Full Council
	b) Review and develop statutory strategies and policies (i) Homelessness Strategy (including prevention) (ii) Private Sector Renewal Strategy (iii) Tenancy Strategy (iv) Update of policies including Debt policy to reflect legislative changes and audit requirements (v) Update of procedures to reflect changes of policy	Helen Taylor and Ian Seeckts	Review by December 2016	JC to discuss with Robin
	c) Review Wiltshire Housing Partnership	James / Barry	October 2016	

	<ul style="list-style-type: none"> (i) Review role and purpose with partners (ii) Invite Chief Executives of partners to discuss strategy prior to adoption 			
	<ul style="list-style-type: none"> d) Review and consider the impact of any legislative or policy changes <ul style="list-style-type: none"> (i) Impact of Welfare Reform on existing Wiltshire Council tenants (ii) Response of other providers to these changes – understand the impact of this (iii) Support and options for tenants impacted by these changes (iv) Impact on Under 35s – affordability and options (v) Housing and planning bill (vi) Consideration to councils response in creating fixed term tenancies – creation of a tenancy policy 	Jamie Peters (council tenants / Wiltshire Money)	September 2016	<p>Research and reports underway. UC rollout likely in March 2017.</p> <p>Welfare Reform Report With NS</p> <p>UC report being drafted.</p>
	<ul style="list-style-type: none"> e) To write the housing section of the JSNA for all community areas 	Helen Taylor	July 2016	
5 Implement effective systems for management of the whole housing service & deliver efficiency	<ul style="list-style-type: none"> a) Ensure robust systems are in place for; <ul style="list-style-type: none"> (i) Risk management (ii) Information management/filing (paperless) (iii) Performance management (iv) Budget management (v) Communication (vi) Data sharing 	Janet / Nicole / Simon	April 2017	Documents to be reviewed and ready by April 2017
	<ul style="list-style-type: none"> b) Building a strong landlord service with our 	Dot Kronda		

savings	residents through effective resident engagement (regulatory framework) <ul style="list-style-type: none"> (i) Work towards a quality mark for resident engagement (ii) Implement audit and ESC recommendations on engagement (iii) Revenue budget to encourage resident engagement 		September 2017 April 2017 December 2016	
	c) Review or service level agreement with Legal to ensure an efficient and effective legal service can be provided <ul style="list-style-type: none"> I. HRA – efficiencies / SLA II. General fund process 	Nicole Smith	September 2016	