Appendix C: Asset Management Service Improvement Plan - January 2016 to March 2017

Ref	Strategic and Policy Framework (2015 – 16 Quarter Four)	Lead	J	January 2016				February 2016					Marc	h 2016	
		Officer	4	11	18	25	1	8	15	22	29	7	14	21	28
1	Produce an overarching strategic vision for the repairs service that is effectively communicated to staff	CL/NB				31									
2	Complete review of strategic framework and all policies and procedures for repairs and planned investment services	NB													31
	Structure and Staffing Arrangements (2015 -16 Quarter Four)	Lead	January 2016				February 2016					Marc	h 2010	6	
		Officer	4	11	18	25	1	8	15	22	29	7	14	21	28
3	Consolidate existing temporary staffing and secondment arrangements within repairs and planned investment teams to align to restructure timetable of 30 June 2016	NB			22										
4	Realign current repairs team staffing arrangements to create dedicated functionality against key services (responsive repairs, voids, G Purchase contract management and complaints) and remove the client contractor split	NB				31									
5	Review trades resources and recruit to vacancies within existing staffing establishment accordingly, subject to approval of CLT on 2 February 2016	NB/JC									29				
6	Implement new staffing structure to create new Asset Management Team (see Appendix One)	NB													
7	Review and renegotiate the Modern Working Agreement with a view to modernising working practices to provide a more skilled, flexible and responsive workforce	CL/NB/M M													
	Structure and Staffing Arrangements (2016-17 Quarter One)	Lead	April 2016			5		May 2016					June	2016	
		Officer	4	11	18	25	2	9	16	23	30	6	13	20	27
6	Implement new staffing structure to create new Asset Management Team (see Appendix One)	NB													30
7	Review and renegotiate the Modern Working Agreement with a view to modernising working practices to provide a more skilled, flexible and responsive workforce	CL/NB/M M													30

	Performance Management Framework (2015 -16 Quarter Four)	Lead	J	anua	ry 201	L6		Febr	ruary	2016		March 2016				
		Officer	4	11	18	25	1	8	15	22	29	7	14	21	28	
8	Complete review of all performance indicator definitions and	NB/SE													31	
	methodology of calculation to ensure consistency with sector best practice															
9	Complete review and implement comprehensive Performance Management Framework across the service	NB													31	
10	Create and implement robust IRT Trading Account and financial management framework effective from 1 April 2016	NB/SE												1	31	
	Performance Management Framework (2016-17 Quarter One)		April 2016				May 2016						June 2016			
		Officer	4	11	18	25	2	9	16	23	30	6	13	20	27	
11	Complete skills audit of all staff appointed to new structure, to identify	NB													30	
	strengths and weaknesses, and develop comprehensive annual staff															
	training and development programme															
	Performance Management Framework (2016-17 Quarter Two)	Lead		July	2016			Aug	gust 2	2016		Se	ptem	ber 20	016	
		Officer	4	11	18	25	1	8	15	22	29	5	12	19	26	
12	Implement dynamic job scheduling across repairs service	NB/SE													30	
13	Implement mobile working for all predominantly site based staff across	NB/SE													30	
	new Asset Management Team structure															
14	Complete annual review of growth options for in house service and	NB/SE													30	
	identify growth strategy and align to planned investment procurement															
	plans for re-tendering by September 2017							1								

	Asset Management (2015 -16 Quarter Four)	Lead Officer	Ja	anuar	y 201	L6		Febr	uary	2016	March 2016					
			4	11	18	25	1	8	15	22	29	7	14	21	28	
15	Develop and commence implementation of Parking Strategy from 1 April	AH/NB													31	
	2016															
	Asset Management (2016-17 Quarter One)	Lead Officer	April 2016					Μ	ay 20	16			June 2016			
			4	11	18	25	2	9	16	23	30	6	13	20	27	
16	Complete asset management review of traditional sheltered housing schemes														30	
	Asset Management (2016-17 Quarter Two)	Lead Officer		July	2016			Aug	gust 2	016		September 20				
			4	11	18	25	1	8	15	22	29	5	12	19	26	
17	Complete annual review of Asset Management Strategy	NB													30	
18	Parking Strategy - complete decommissioning of communal garage and hardstanding schemes with less than 50% occupancy	NB													30	

	Internal Audit Quality Assurance of Service Improvement Plan (2016-17	Lead Officer	July 2016					Aug	gust 2	016		Se	September 2016			
	Quarter Two)		4	11	18	25	1	8	15	22	29	5	12	19	26	
19	Review of Mobile Working, including implementation of pilot and subsequent roll out. Robustness of risk assessments and lone worker arrangements. Communications processes for remotely based workers. Appropriateness of ICT kit.	LC/NB													30	
	Internal Audit Quality Assurance of Service Improvement Plan (2016-17	Lead Officer	October 2016				Nove	mber	2016	6	De	16				
	Quarter Three)		3	10	17	24	31	7	14	21	28	5	12	19	26	
20	Review of Asset Performance Tool, including integration with business plan, robustness and accuracy of data. Use of NPV's to inform disposal decisions. (NB: this will be an advisory piece of work rather than a formal audit).	LC/NB													31	
	Internal Audit Quality Assurance of Service Improvement Plan (2016-17	Lead Officer	Ja	anuar	y 201	L 7		Febr	uary	2017		I	March	7		
	Quarter Four)		2	9	16	23	30	6	13	20	27	6	13	20	27	
21	Review of repairs service post restructure, including robustness and scope of policies and procedures under new arrangements.	LC/NB													31	
22	Review of gas and solid fuel contract management, including 3 star service arrangements as a high value contract with a new method of working. Robustness of cost management processes and data recording/updating. Robustness of contract management processes and documentation	LC/NB													31	