

PROGRAMME PLAN - Housing Finance Improvement Plan V 5

		RESPONSIBLE OFFICER	LEAD	% Complete
Project kick off	To communicate improvement plan to SMT members and keys tasks on the delivery of this project.	Elaine Hughes	Elaine Hughes	On-going
1 Basic Financial Understanding - Budget Monitoring	Task			
This will be an on going programme in conjunction with monthly budget monitoring and budget setting				
Base Budget	To explain the nature and purpose of budgets as target setting, communications and behaviour.	Elaine Hughes	Elaine Hughes/ Stuart Johnson/Niall Glynane	On-going
Actuals	The basis of actual expenditure and accruals - the matching concept	Elaine Hughes	Elaine Hughes/ Stuart Johnson/Niall Glynane	On-going
commitment	Explanation of commitment accounting and its impact on actual expenditure.	Elaine Hughes	Elaine Hughes/ Stuart Johnson/Niall Glynane	On-going
Forecasting	The nature of forecasting expenditure and the information required to accurately prepare forecasts for year end outturn.	Elaine Hughes	Elaine Hughes/ Stuart Johnson/Niall Glynane	On-going
Medium Term Financial Strategy	The reasoning of the MTFs how financial resources are generated and expensed and how it relates to the single year budgets and longer term business viability	Elaine Hughes	Elaine Hughes/ Stuart Johnson/Niall Glynane	On-going
2 LA Finances (Grant & Generated Income)				
General fund Revenue	How the LA receives it's income and the statutory context it operates in	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
General fund Capital	How the LA generates and uses capital receipts, borrowings, RCCO	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
HRA Revenue	How the HRA generates income and the statutory provisions	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
HRA Capital	How the HRA generates capital receipts, grant funding and RCCO	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
3 NBC Financial Principles & Practise				
Payment mechanisms and procedures	NBC/LGSS payment procedures	Elaine Hughes	Elaine Hughes/Stuart Johnston	40%
Coding structures	The importance of coding structures in relation to invoice payments and budget monitoring.	Elaine Hughes	Elaine Hughes/Stuart Johnston	40%
Financial Regulations	Ensure that all staff have an awareness of NBC' financial regulations.	Elaine Hughes		
financial Reporting/Management Information	The requirements for financial reporting through financial regulations and budget monitoring. The reporting timetable and an awareness of the standards of information required to ensure that the organisation understands the current financial situation.	Elaine Hughes	Elaine Hughes/Stuart Johnston	40%
Data Quality	Identify & implement controls over data capture and quality	Elaine Hughes	Elaine Hughes/Stuart Johnston	40%
Virements and Changes	The process and approvals of virements and changes	Elaine Hughes	Elaine Hughes/Stuart Johnston	40%
Applications for External Funding	The need for Approval of the Chief Financial Officer and the process surrounding that.	Elaine Hughes	Elaine Hughes/Stuart Johnston	
4 Financial Management				
Budget Holders' roles and responsibilities	The roles of budget managers in managing budgets, accountability and responsibility	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
Finance Managers roles and responsibilities	How Finance provide support to budget managers through challenges, critical friend and to ensure proper procedures are followed	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
Formal Approvals processes and procedures	The nature of the Councils approvals process & procedures and the link with financial Regulations and scheme of delegation	Elaine Hughes	Elaine Hughes/Stuart Johnston	100%
5 Procurement Principles				
Council's financial standing orders	Discuss and train participants on the councils financial regulations and scheme of delegation	Ken Hopkins/Borough Solicitor	Legal/LGSS Procurement	100%
Council's delegated budgetary limits	Discuss and inform participants on delegated limits	Ken Hopkins/Borough Solicitor	Legal/LGSS Procurement	100%
OJEU Procurement requirements	Discuss and inform participants on OJUE requirements	Ken Hopkins/Borough Solicitor	Legal/LGSS Procurement	100%
6 Procurement Procedures & Performance				
Contractor/supplier contact & Involvement	To go through how to involve suppliers in the procurement process	Elaine Hughes	LGSS Procurement	100%
Contractor confidentiality	The need for confidentiality	Elaine Hughes	LGSS Procurement	100%
Contract Award	Outline of how contracts are awarded	Elaine Hughes	LGSS Procurement	100%
Contract performance	The nature of contract performance as part of the procurement process and contract requirements	Elaine Hughes	LGSS Procurement	100%
Performance monitoring	The nature of contract performance monitoring as part of the procurement process and contract requirements	Elaine Hughes	LGSS Procurement	100%
Performance enforcement	The nature of performance enforcement as part of the procurement contract	Elaine Hughes	LGSS Procurement	100%
Contract extension	The purposes, nature and procurement rules around contract extensions.	Elaine Hughes	LGSS Procurement	100%
7 Asset Strategy & Asset Management				
Capital Programme	To get the capital programme of works underway and be proactively managing the process to ensure that works are carried out within timescales and to budget. Ensuring that the upgrades are recorded within the asset data base.	Ken Hopkins	Dominic Robeiro/ Tim Bruce/Elaine Hughes/Richard James	20% capital/80% for DHomes element
Decent Homes works	Project management - Est. the programme, obtain quotes and work plans from contractors, implement processes and procedures to monitor the program and update the asset database	Ken Hopkins	Dominic Robeiro/Elaine Hughes/Richard James	90%

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	Finance role - understand processes and procedures that have been established, identify areas of weakness/gaps. Attend core group and partnership meetings.		Elaine Hughes	
Planned & Cyclical Maintenance	Reasoning and nature of planned maintenance cycles, procurement and asset database update	Ken Hopkins	Tim Bruce/Elaine Hughes	35%
	Finance role - understand processes and procedures involved in monitoring the program that have been established, identify areas of weakness/gaps.		Elaine Hughes	
8 Property Repairs & Maintenance				
Voids Repairs	To streamline the void turn around process to ensure that properties are being relet as quickly and efficiently as possible to ensure that NBC are maximising income and housing those in need. Ensuring that the teams involved are working together to make this happen.	Ken Hopkins	Richard James/Elaine Hughes	25%
	Finance - Ensure that progress is moving forward and any controls that have been identified are relevant, identify any gaps.			
Responsive Repairs	Nature of responsive repairs and impact of capital and planned works - Implications to asset data base.	Ken Hopkins	Richard James/Elaine Hughes	5%
Out of hours Service	Impact of the out of hours service	Ken Hopkins	Richard James/Elaine Hughes	No action required at this point
9 Tenancy & Estate Management				
Tenancy enforcement	Nature and purpose of tenancy enforcement	Sheila Tolley	Joanna Leckie/Darren Berwick	100%
Estate & neighbourhood management	Best practise on estate & neighbourhood management and implication of repairs	Sheila Tolley	Joanna Leckie/Madeline Mills	100%
Estate services	The nature and types of estate services, implications on tenants and leaseholders who pay a service charge	Sheila Tolley	Joanna Leckie/Madeline Mills	50%
10 Rent Income, Accounting & Arrears Recovery				
Income maximisation	The ensure that NBC takes every opportunity to maximise income and understand the impact on arrears, cash flow and budgets if the collection rate decreases.	Sheila Tolley	Peter Haytack/Elaine Hughes	50%
	Re-establish rechargeable costs processes and procedures.	Sheila Tolley/Ken Hopkins	EH, PH, AH, DB, KK, HG	
Loss minimisation	The process and purpose of loss minimisation and its impact on arrears and bad debts	Sheila Tolley	Peter Haytack/Elaine Hughes	50%
Impact of Welfare Reform and Universal Credit (2016?)	To understand and prepare for the impact of Welfare Reform to NBC and the HRA	Sheila Tolley	Peter Haytack/Elaine Hughes	40%
Financial Inclusion	To support and enable tenants to become more financially able and responsible.	Sheila Tolley	Peter Haytack/Elaine Hughes	25%
11 Performance Improvement & Business Development				
Performance management framework	To develop, maintain and monitor the performance framework	Sheila Tolley	Tim Mills	100%
Performance management Ongoing work stream	To produce monthly performance report (non financial) to senior and operational managers	Sheila Tolley	Tim Mills	100%
Customer Involvement	Why we need tenant involvement in service delivery	Sheila Tolley	Joanna Leckie	????
Facilities management	The need for facilities management, costs and use of these resources	Ken Hopkins	Tim Mills	5%
ITC	The need for ITC, costs and use of these resources and gain competitive advantage	Tim Mills	LGSS	80%