

Business Planning Template 2014/15
(Incorporating Risk Management Plans)

Directorate	Housing				
Responsible Manager	Angela Smithers				
Version Date	22/8/14	From: 1/9/14	To: 31/3/15	Version number	V1

Corporate Priorities and their supporting Outcomes

Corporate Priority	1	Priority One: Tackling Inequality
Outcome	1.1	Children and young people have the best start in life
Outcome	1.2	Vulnerable adults supported to live healthy independent lives
Outcome	1.3	Decent affordable, healthy housing
Outcome	1.4	Reduce health inequalities and long standing public health issues
Outcome	1.5	Access to quality employment with wages that pay for a decent standard of living
Outcome	1.6	Culture and leisure opportunities for all
Outcome	1.7	Cohesive and safe communities
Corporate Priority	2	Priority Two: Creating A More Sustainable City
Outcome	2.1	A strong and low carbon economy
Outcome	2.2	A fair balance between the needs of pedestrians and cyclists, public transport users and motorists
Outcome	2.3	A low waste city
Outcome	2.4	A healthier and higher quality built environment
Outcome	2.5	Protection and enhancement of the city's natural environment
Corporate Priority	3	Priority Three: Engaging People Who Live and Work in the City
Outcome	3.1	A council that is easy to contact and demonstrates that it listens to residents
Outcome	3.2	Resilient and vibrant community & voluntary sector
Outcome	3.3	Improved collaboration between the council and communities
Outcome	3.4	Improved council engagement with businesses
Outcome	3.5	A more open and transparent council
Corporate Priority	4	Priority Four: Modernising the council
Outcome	4.1	Good governance and leadership
Outcome	4.2	A high performing workforce
Outcome	4.3	Excellent customer service
Outcome	4.4	Value for money

Service Level Objectives

Outcome number	SLO number	Service Level Objective detail
4.3, 4.4	1	Develop and support ICT systems for Housing
4.3, 4.4	2	Integrate ICT systems with business processes
3.1, 4.3, 4.4	3	Improve customer access to information and services

Risk and opportunity affecting achievement of Business Plan 2014/15

This section should be completed and linked to your Business Plan. If you need assistance, contact the [Risk Manager](#).

Risk No.	Reference link (i.e. service level objective, No. or Strategic Risk)	Risk Description	Potential Consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (I) Risk Score	Mitigating Controls & Actions (Responsible Officers in Brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (I) Risk Score	Controlled Risk Score (L x I)	Further "Solutions", i.e. actions Controls (Responsible Officers Brackets) these represent "work that needs to be done"	Target Date	Lead Officer
Assign a unique Number	Detail the particular service objective no. or Strategic Risk, if relevant	Summarise what it is that you think could prevent achievement of your objective	Summarise what could happen and detail the impact on outcomes	Use the Risk Matrix	Use the Risk Matrix	List existing processes/Mitigations/ Controls that are in place and operating well to manage the risk	Use the Risk Matrix	Use the Risk Matrix	Multiply L x I and check Risk Matrix	List further actions that you have planned or realise that you need to take (Assign a Responsible Officer for each action)	Completion date for this action	Insert Name
1.	1,2,3	Insufficient resources – money, time and staff to carry out work identified within set timescales	<p>Projects delayed or not completed</p> <p>Budget affected elsewhere in Housing or ICT solutions not provided.</p> <p>Housing not meeting the 'modernisation' agenda.</p>	4	12	<p>Programme Board to include reps. from ICT, HR, Finance and service teams.</p> <p>Board to scope budget and resources needed at an early stage to ensure individual projects are not competing against each other and funds and other resources are allocated for each project.</p>	3	3	9			Head of Housing/ICT Programme Manager

Risk No.	Reference link (i.e. service level objective, No. or Strategic Risk)	Risk Description	Potential Consequence(s)	Initial Likelihood (L) Risk Score	Initial Impact (!) Risk Score	Mitigating Controls & Actions (Responsible Officers in Brackets)	Controlled Likelihood (L) Risk Score	Controlled Impact (!) Risk Score	Controlled Risk Score (L x I)	Further "Solutions", i.e. actions Controls (Responsible Officers Brackets) these represent "work that needs to be done"	Target Date	Lead Officer
1.	1,2,3	Lack of knowledge and ICT experience in current workforce to deliver projects	ICT systems not sufficiently specified; project timescales and budgets inaccurate.	4	12	Programme Manager to carry out assessment of knowledge and skills needed to carry out the projects. Consider setting funds aside during 2015/16 budget setting process to employ a specialist Business Analyst to work with Programme Manager and Board.	3	3	9			Head of Housing/ICT Programme Manager
1.	1,2,3	Scale and pace of change exceeds staff ICT skill base	Staff unable to fully use new systems; negative impact of change on staff wellbeing and attendance	4	12	Staff and union representatives to have links with the Programme Board. Use change management learning/experience of the Work Styles project Carry out a training needs analysis and build training in new systems into project plans	3	3	9			Head of Housing/ICT Programme Manager

	MOST LIKELY IMPACT				
LIKELIHOOD	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	5	10	15	20	25
Likely (4)	4	8	12	16	20
Possible (3)	3	6	9	12	15
Unlikely (2)	2	4	6	8	10
Almost Impossible (1)	1	2	3	4	5

You need to **DECIDE** the Likelihood of occurrence and the Impact on Objectives, i.e. **LIKELIHOOD x IMPACT**

ORDER – use the colour scores & take action as below

1 – 3 Low	4 – 7 Moderate Monitor	8 – 14 Significant	15 – 25 High
Monitor periodically	Monitor if the risk levels increase	Review & ensure effective controls	Immediate action required & need to Escalate to the management level above

S/M/L Term *	Service Level Objective - Develop and support ICT systems for Housing	Completion date	Performance indicator	Lead officer
	Key Areas of Focus plus additional actions			
S	Set up a Housing ICT Programme Board	September 2014	Board in place	Diane Hughes
M	Assess need to procure a new housing management system <ul style="list-style-type: none"> • Research market for a new housing management system • Identify failings of the current system 	September 2015	Decision on whether new system is needed	To be confirmed by the Project Board
M	Introduce a Customer Experience Management (CEM) system <ul style="list-style-type: none"> • Demand analysis – identify number and type of customer queries • Map current processes to show waste/opportunities to improve • Meet Firmstep • Redesign processes • CAB project proposal/business case • Project initiation document 	March 2016	CEM system in place	To be confirmed by the Project Board
M	Carry out a feasibility study for mobile working options	September 2015	Options identified	To be confirmed by the Project Board
M	Introduce Apex Survey Manager (asset management software)	March 2015	System in use	To be confirmed by the Project Board

*Short term (under one year), medium term (one to three years), long term (over three years)

S/M/L Term *	Service Level Objective – Integrate ICT with business processes	Completion date	Performance indicator	Lead officer
	Key Areas of Focus plus additional actions			
S	Migrate Housing performance management reports to Business Objects. This is more targeted and will give services greater autonomy over reporting needs.	March 2015	Improved performance reports	Diane Hughes
S	Develop processes to allocate and let car park and garages through OHMS.	March 2015	OHMS used to allocate/let spaces	Lucie Royall
M	Enhance ICT to respond to the introduction of Universal Credit; review implications of Universal Credit and welfare reform.	September 2015	Changes identified and implemented	To be confirmed by the Project Board
S	All tenancy files to be transferred onto Idox (electronic document management system).	March 2015	All tenancy files on IDOX	Hilary Edgar
S	Review 'call back' system within OHMS used by the Housing Customer Service team to refer cases to the Neighbourhoods team.	October 2015	Changes identified and implemented	Diane Hughes

*Short term (under one year), medium term (one to three years), long term (over three years)

S/M/L Term	Service Level Objective - Improve customer access to information and services	Completion date	Performance indicator	Lead officer
Key Areas of Focus plus additional actions				
S	Introduce 'paperless' Direct Debits.	March 2015	Changes identified and implemented	Lynn Yule
M	Introduce a Housing 'App'.	March 2016	Number of residents using the App to access services	To be confirmed by the Programme Board
S	Develop social media communication strategy for Housing.	March 2015	Number of followers through social media channels	To be confirmed by the Programme Board
M	Develop self-service portal as part of Firmstep.	March 2016	Channel shift to self-service options	Diane Hughes

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