

navigating the together dashboard

The Together Dashboard comprises 4 sections -

Page 2 - Executive Summary

This highlights things that have gone well this period and areas for improvement. It is intended to give you a flavour of what's to come in the rest of the document

Pages 3 to 12 - Scorecard and Graphs

The scorecard and graphs detail how we are performing against the targets we have set ourselves across a number of indicators. The indicators are designed to tell you whether the work we are doing under the Together Corporate Strategy is delivering the short term intended results.

On the graph pages the indicators are grouped so that linked indicators are presented together. A symbol appears at the top of each graph to indicate which Together theme the indicator is linked to - Growing, Thriving, Improving.

The indicator definition is given below the graph followed by some commentary to help you understand what is happening and what we are doing to improve performance.

Page 13 - Stress Testing

These 4 indicators are key indicators within our Business Plan . We monitor these closely to ensure that we remain financially viable.

Pages 14 to 18 - Milestones and Outputs by theme

For each theme of the Together Corporate Strategy we have identified some key milestones and outputs. These pages are designed to tell you whether we are doing what we've said we'll do and delivering what we've said we'll deliver.

The tables set out the milestones and outputs and when (in terms of which Qtr) we expect to have hit/delivered them. They are RAG (Red Amber Green) coded to enable you to see at a glance whether we have delivered, are on track to deliver or are unlikely to deliver. The last column provides some commentary to aid better understanding of where things are up to.

Any queries about the Together Dashboard should be directed to Michael Maguire (Business Intelligence Manager) T: 01706 273881
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Highlights:

Satisfaction figures have increased across the 3 areas measured from the STAR surveys conducted.

Sickness absence has been on an improving trend over the last quarter, COVID19 related absences remain low. As mentioned in the last update various initiatives continue to provide additional support to colleagues.

Areas for improvement:

In line with our peers and the rest of the sector performance in relation to rents, repairs and the reletting of empty homes has been severely impacted by the lockdown restrictions. Our efforts for the remainder of the year are focussed on recovering performance.

Notes:

In discussions with the Pandemic Steering Group we decided that it was more important to run the Temperature Check Survey again to identify how people were feeling due to COVID19, rather than do a Climate and Engagement Survey. We are going to run another Temperature Survey in August/September and then the full Climate and Engagement Survey in December 2020. There are therefore no updated figures.

Stress testing triggers.

In May and June, combined rent loss from empty homes and bad debts exceeded our trigger point. This is a direct result of Coronavirus and actions are being taken to revisit our business plan (elsewhere on the agenda). The plan approved by Board in March provided for an increased operating surplus to act as contingency around income collection and therefore at this stage no further action is required as a result of the trigger breach. It is reassuring to see that whilst still exceeding the target the direction of travel appears to be improving. The situation will continue to be closely monitored.

Extension of Corporate Strategy and impact on milestones

Following the one year extension of the Corporate Strategy, project leads have reviewed the impact of COVID19 on milestones and targets. Item 4.1b sets out proposed changes for approval.

TOGETHER DASHBOARD - QTR 1 2020/21

KPI	2020/21 Target	Freq	This period Actual	This period date	Previous period Actual	Previous period date	Status	Direction	Housemark Quartile 19/20
% of customers satisfied with the overall service provided by RBH (STAR survey) page 4	86%	Q	82.20%	Jun '20	81%	Mar '20	R	↑	-
% of customers satisfied that their rent provides value for money (STAR survey) page 4	82%	Q	82.22%	Jun '20	81%	Mar '20	G	↑	-
Net Promoter Score (STAR survey) page 5	33%	Q	34.65%	Jun '20	32%	Mar '20	G	↑	-
Wellbeing rating of customers accessing RBH support services	28 (Good)	A	-	-	26.4	-	-	-	-
% of members taking part in one or more member activity	30%	A	19.9%	Mar-20	15.8%	Mar '19	A	↑	-
% of tenants who are RBH members (Target is for year end) page 6	40%	Q	39.9%	Jun '20	40.1%	Mar '20	A	↔	-
% of employees who are RBH members (Target is for year end) page 6	90%	Q	76.8%	Jun '20	75.5%	Mar '20	R	↑	-
% of employees who understand how we benefit from being a mutual	90%	A	76.47%	Jun '20	48.06%	Mar '19	R	↑	-
Average number of days sickness absence per employee (projected for the year) page 7	<10.0	M	9.48	Jun '20	11.07	Mar '20	G	↓	Q4
Number of climate factors where score is above that of half of comparator organisations	6 out of 6	6M	See notes		4 out of 6	Jun'19	-	-	-
No of qu relating to employees being positively engaged avg 5 or above	10 out of 19	6M	See notes		0 out of 19	Jun'19	-	-	-
No of qu relating to employees rating their manager as having a positive influence avg 5 or above	6 out of 11	6M	See notes		4 out of 11	Jun'19	-	-	-
Rent collection (excl arrears brought forward) page 8	100%	M	100.63%	Jun '20	102.54%	Mar '20	G	↓	Q1
Rent collection (incl arrears brought forward) page 8	95%	M	94.43%	Jun '20	95.58%	Mar '20	A	↓	-
Rent arrears of former tenants as a % of rent due (excl rent loss due to empty homes) page 9	3.0%	M	2.62%	Jun '20	3.10%	Mar '20	G	↓	Q4
Rent arrears of current tenants as a % of rent due (excl rent loss due to empty homes) page 9	4.5%	M	6.06%	Jun '20	4.57%	Mar '20	R	↓	Q4
% of repair appointments made that are kept page 10	97%	M	94.84%	Jun '20	96.90%	Mar '20	A	↓	Q2
% of repair jobs that are completed right first time page 10	96.5%	M	96.30%	Jun '20	95.10%	Mar '20	A	↓	Q1
Rent loss from empty homes page 11	<1.1%	M	2.00%	Jun '20	1.26%	Mar '20	R	↓	Q3
Average number of days to relet homes (excl time spent in major works or not available for letting) page 11	27	M	72.16	Jun '20	28.6	Mar '20	R	↓	Q3
Controllable tenancy turnover (excludes terminations due to death) page 12	5.0%	M	2.69%	Jun '20	6.29%	Mar '20	G	↑	-
% of terminations where tenancy length is less than 6 mths page 12	3.0%	M	6.76%	Jun '20	5.19%	Mar '20	R	↓	-
Social Housing cost per home (NEW 19/20)	£3,554	Q	£3,603	Jun '20	£3,318	Mar '20	R	↓	-
Operating margin	21.0%	Q	26%	Jun '20	32%	Mar '20	G	↓	-

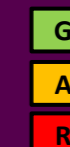
KEY TO DIRECTION

Improving
 Staying about the same level
 Worsening



KEY TO STATUS

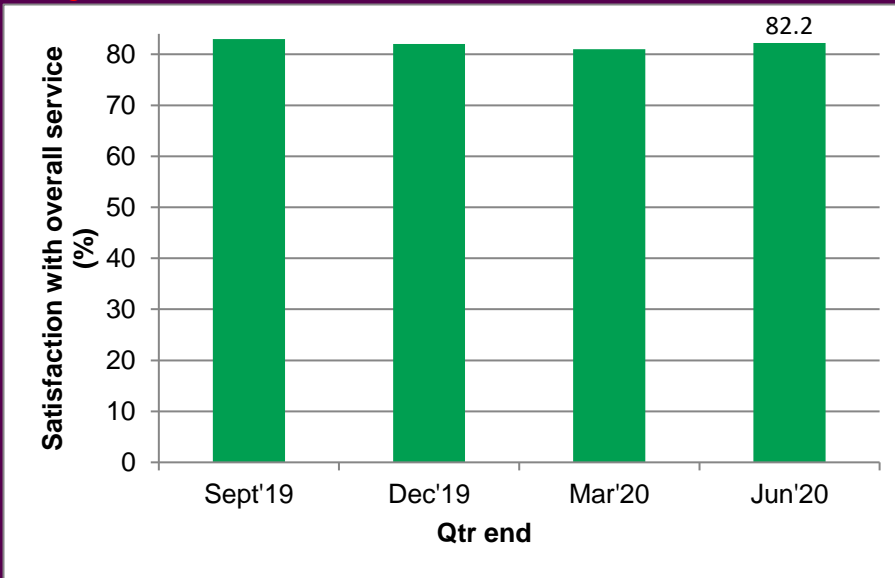
Close to or exceeding target
 Needs monitoring
 Missing target, needs corrective action



N.B. figs in red in previous actual column are different figs to those previously published due to data cleansing that has taken place during Qtr 2. In all cases, changes to the figures are not significant

SATISFACTION WITH OVERALL SERVICE PROVIDED BY RBH

Target 86%



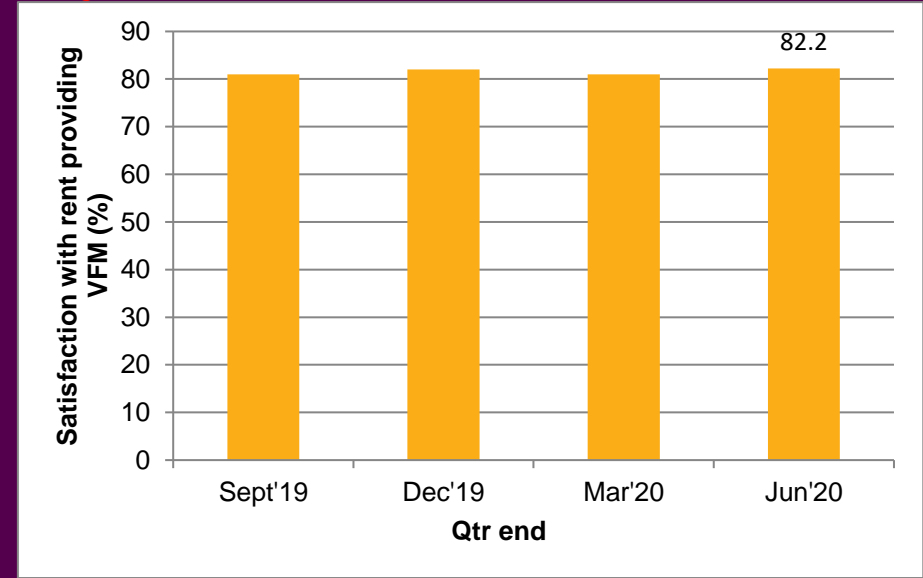
Indicator definition - % of customers surveyed who were satisfied (rated 4 or 5 on a scale of 1-5) with the overall service provided by RBH (Customer STAR survey)

HIGHER IS BETTER

Commentary – Monthly satisfaction figs have increased by c1% every month this quarter. This has pushed the rolling 12mth fig over 82% again following a dip at year end. Other service industries have reported the same trend putting it down to a lowering of expectations during the pandemic and customers being grateful for those services which have continued to be delivered. It is expected that this trend may cease as we move to the 'new normal'..

Satisfaction with rents providing value for money

Target 82%



Indicator definition - % of customers surveyed who were satisfied (rated 4 or 5 on a scale of 1-5) that rents provide value for money (VFM) (Customer STAR survey)

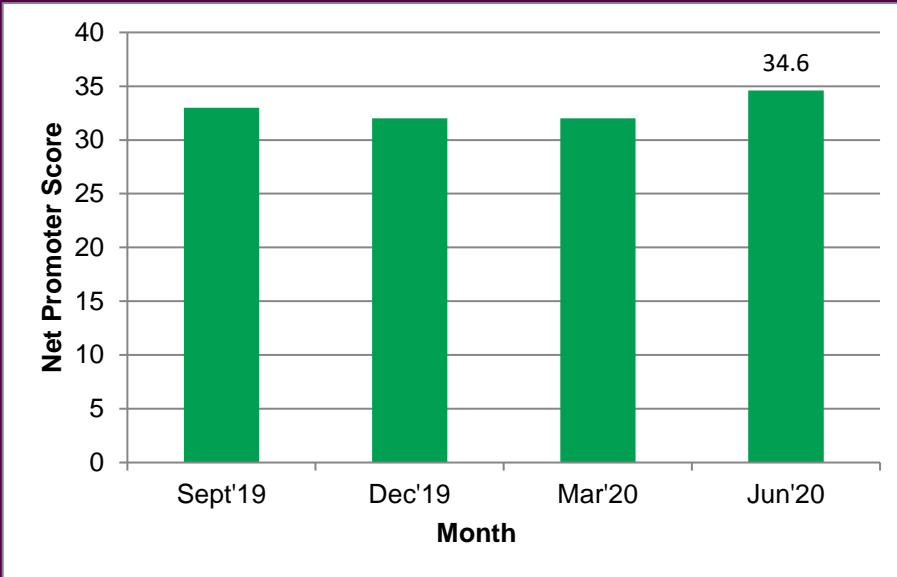
HIGHER IS BETTER

Commentary - Encouragingly the rolling 12mth fig is up 1% on the end of March and up 2% on the baseline figure from 2018. It had been suggested that as this year is the first year out of the rent freeze we might see a drop in satisfaction but we managed this with some communications to customers beforehand so that the increase was expected.

NET PROMOTER SCORE



Target 33%



Indicator definition - Net Promoter Score is an index ranging from -100 to 100. Survey question - On a scale of 0-10 (where 0 is not at all likely and 10 is very likely) how likely would you be to recommend RBH to family/friends. Those scoring 9 or 10 are classed as Promoters, those scoring 7 or 8 as Passives and those scoring 6 or below as Detractors. The Net Promoter Score is calculated as Promoters minus Detractors. (Customer STAR survey)

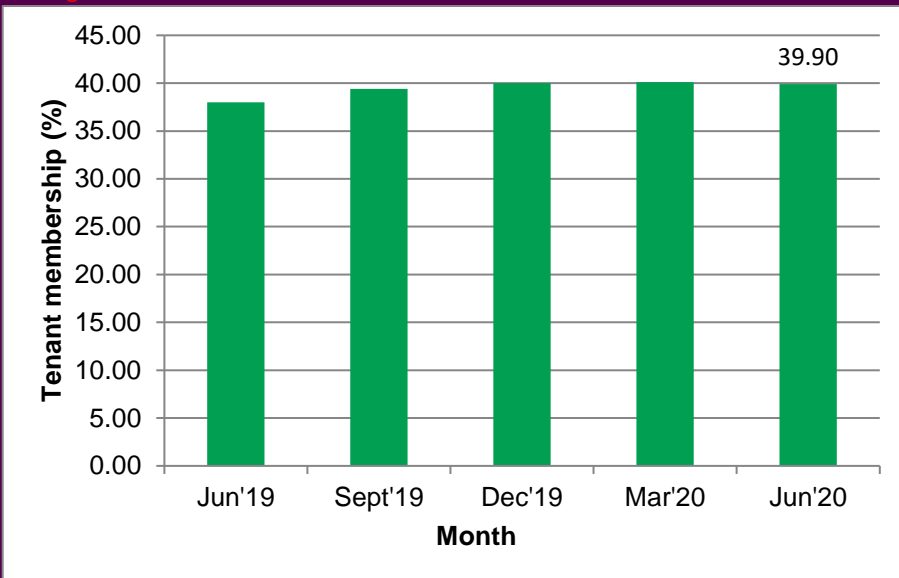
HIGHER IS BETTER

Commentary - The rolling 12mth fig is up 2% on the end of March and up 2% on the baseline figure from 2018. At this top level, overall satisfaction and Net Promoter Score have a close correlation and hence reasons for this increase are likely to be similar to those outlined under that KPI. When analysed further there are some interesting differences such as members being more likely to promote despite overall satisfaction levels being very similar.

tenant membership



Target 40%



Indicator definition - % of all tenants who are RBH members as at point in time

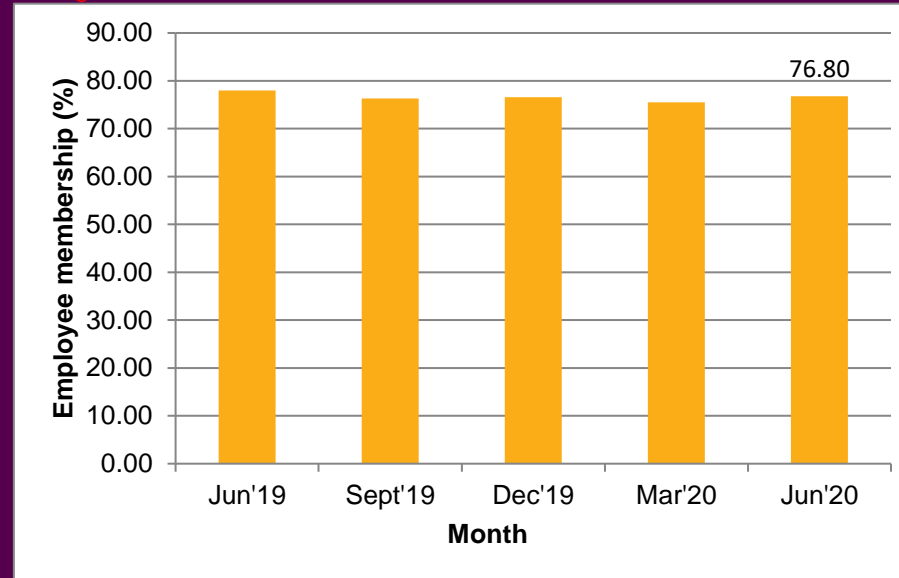
HIGHER IS BETTER

Commentary - At the end of June 39.9% of tenants were members representing a marginal decrease from 40.1% at the end of 2019/20. The new tenancy Welcome Visits delivered by NHOs has been one of the main drivers for tenant membership signups but Covid-19 has impacted on these. The new Membership Strategy includes a target to increase tenant membership from 40% to 60% by 2023.

employee membership



Target 90%



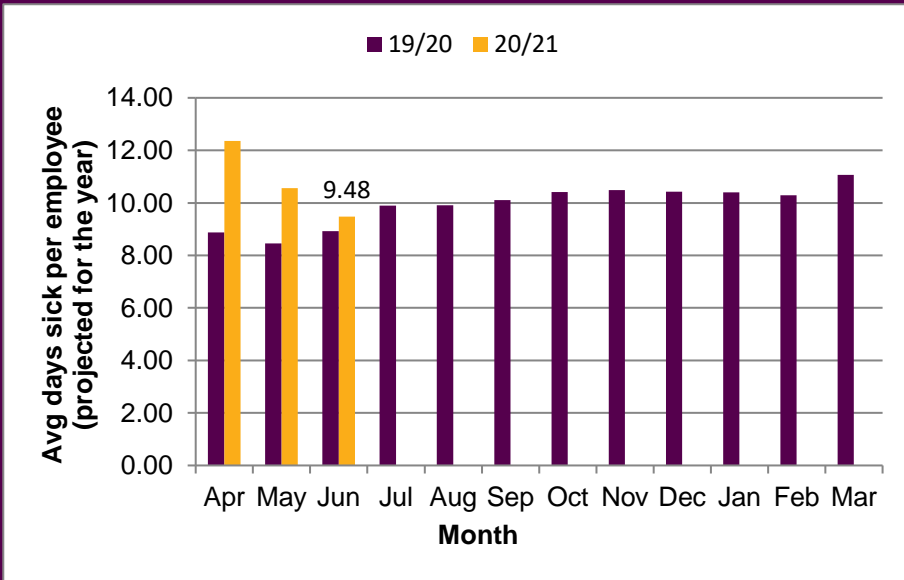
Indicator definition - % of all employees who are RBH members as at point in time

HIGHER IS BETTER

Commentary - As at the end of 29 June, 76.8% of employees were members. This is an increase of 1.4% from the previous quarter. This increase is due to one-to-one telephone conversations undertaken with nine employees who were not currently members. Nine out of the ten employees have now been signed up as members with one employee requesting further information before making a decision to sign up. There are plans to continue with this approach with a targeting of 10 conversations per month to non-member employees. It is planned to pick Employee Inductions back up to help promote membership benefits. The new Membership Strategy includes a new target of 95% employee membership by 2023.

sickness absence

Target <10.0 Days



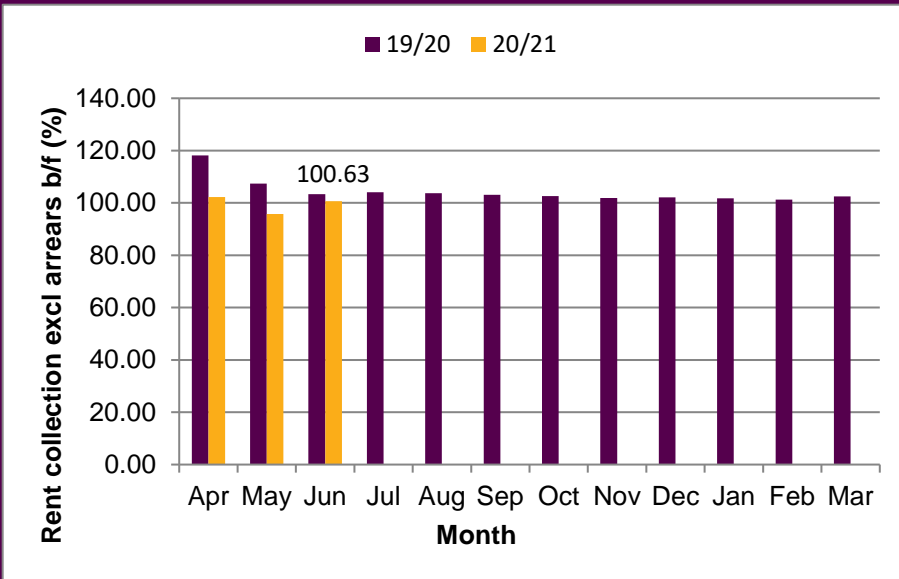
Indicator definition - Average number of days taken in the year as sick per full time equivalent employee. Fig is projected for the year based on number of days sick taken year to date

LOWER IS BETTER

Commentary - June was a very encouraging month. Our sickness absence rate for the month was 0.6 days lost per employee and we lost 356 working days due to sickness absence. Covid 19 related absences remain low. Colleagues are being advised to go for a test if they are showing symptoms of the virus and all who have, have returned negative results. Mental Health and Stress is still our highest area of absence, followed by Musculoskeletal injuries and Cancer related absence. 65% of our absences are long term (Over 20 days). Short term absences has always been low at RBH. 305 members of staff have not had an absence for over 12 months and a further 162 colleagues have had an absence or absences which total less than 10 days. This is 80% of the workforce. We currently have 17 colleagues off on sick leave. Last month 2 colleague who were on long term sickness absence returned to work and one person left RBH. Of the 17 currently off on sick we anticipate a return to work within the next week of at least 5 of these.

rent collection (excl arrears brought forward)

Target 100%



Indicator definition - Rent collected from current and former tenants year to date as a % of net rent due year to date (excluding arrears brought forward from previous year) N.B. this indicator re starts 1st April every year

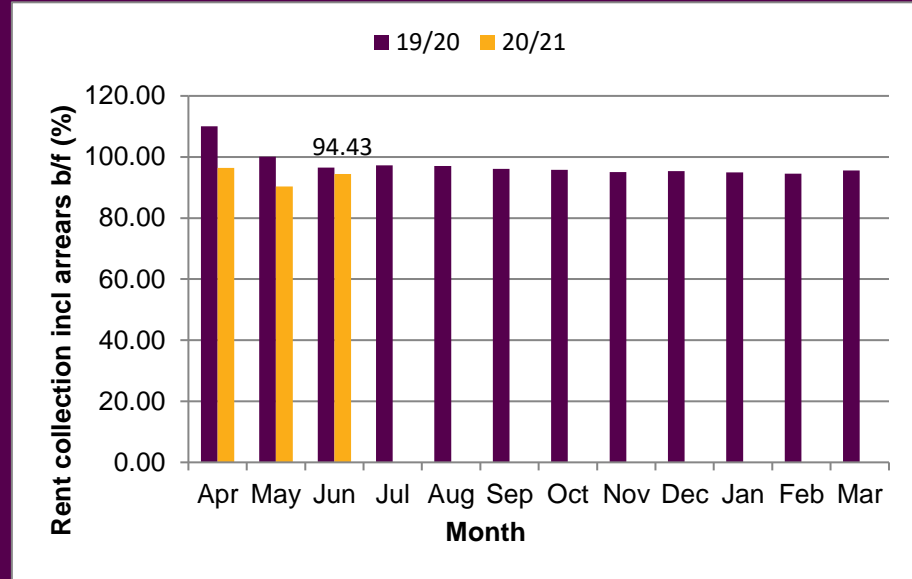
HIGHER IS BETTER

Commentary - Along with the experience of other providers nationally and regionally, we have seen a drop in collection rates. The payment methods used have also changed - cash and direct debit payments have decreased whilst universal credit payments have increased by 55% from the same period last year.

An above target performance has been maintained through to week 14 (101.77%) with the help of first rent-free week of the year. We are continuing to maintain contact with customers to offer support to pay their rent.

rent collection (incl arrears brought forward)

Target 95%



Indicator definition - Rent collected from current and former tenants year to date as a % of net rent due year to date (including current tenant arrears brought forward from previous year). This indicator allows us to see progress in collecting historical arrears N.B. this indicator re starts 1st April every year

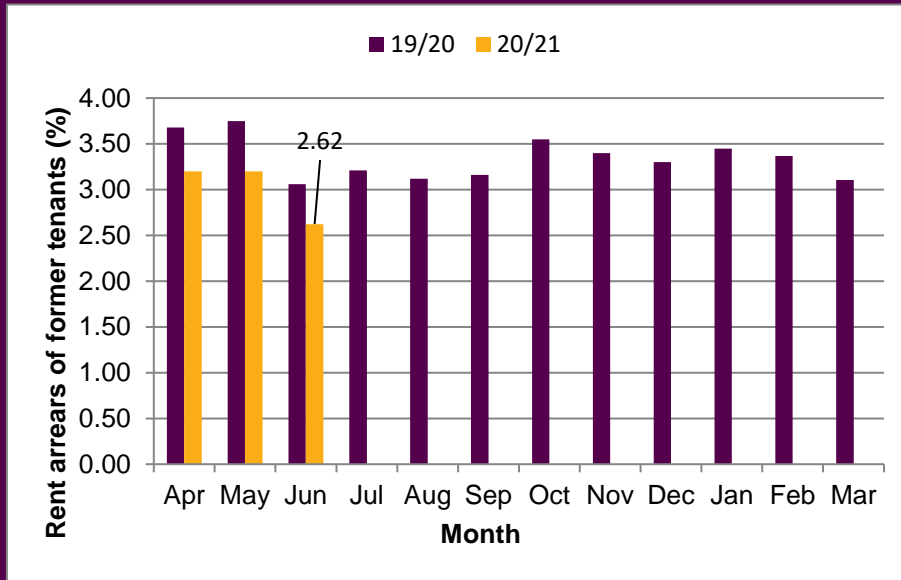
HIGHER IS BETTER

Commentary - Not being able to take legal action continues to be the biggest impact on the reduction of rent debt. The number of tenants at Notice stage now being 420 with a total debt of £502k, in comparison to pre C19 when the number of cases was 49 with debt of £41k. This is a 1,168% increase in the average debt at this stage. The other legal stages show a similar picture.

We continue to benchmark with other RP's, work in partnership with DWP and have recently appointed a dedicated Water Debt Advisor to assist tenant in reducing their water charges and debts to enable us to meet our UU targets and avoid financial penalties impacting on our commission. Once we are able to re-commence legal action we will see the gradual improvement in debt levels.

RENT ARREARS OF FORMER TENANTS

Target is 3%



Indicator definition - Money owed (arrears) by former tenants as a % of rent due in the full year (excl any rent expected to be lost in the year due to empty homes)

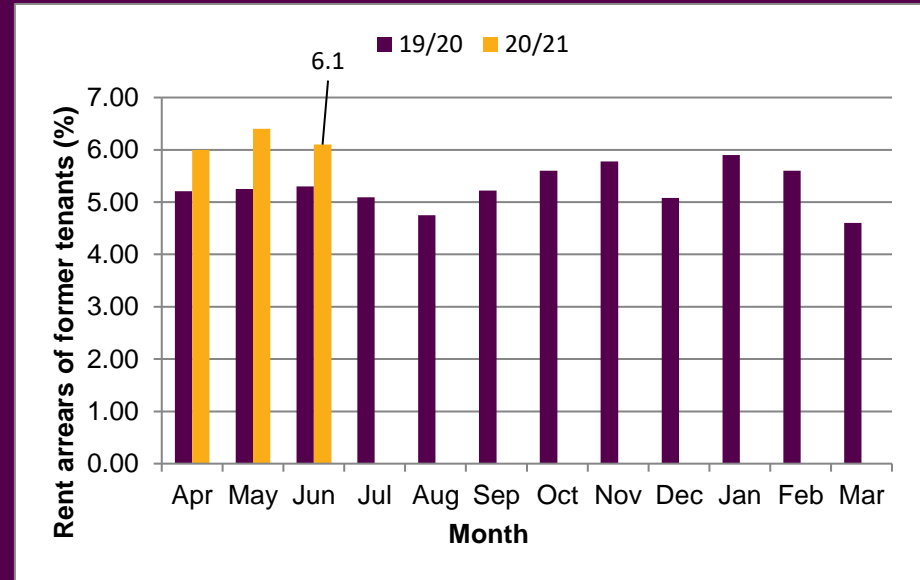
LOWER IS BETTER

Commentary - The figure continues to improve and the amount **transferred to FTA's this year is £118,256 less than the** preceding year.

Whilst there are less terminations the team are focused on data cleansing and contacting FTA debtors to offer support around payment plans during C19 outbreak. We have paused referring cases to our debt collection partner for the duration of the financial crisis and the team is supporting the

Rent arrears of current tenants

Target is 4.5%

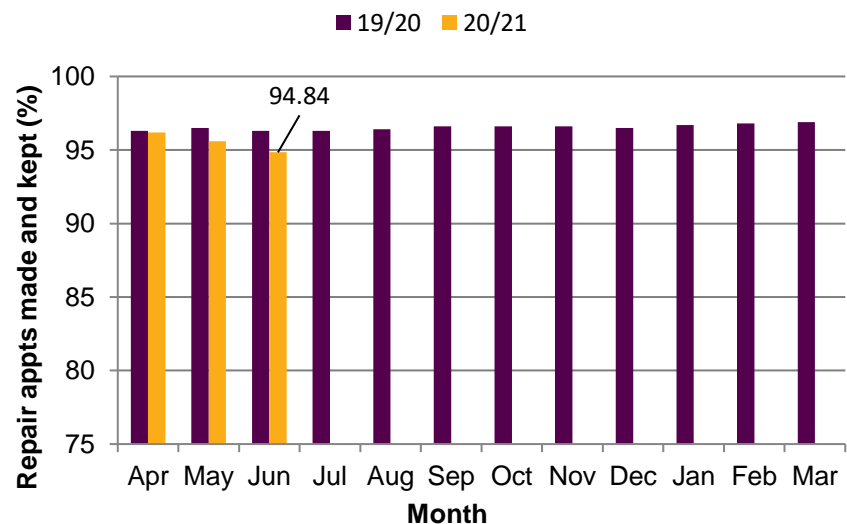


Indicator definition - Money owed (arrears) by current tenants as a % of rent due (excl rent loss due to empty homes)

LOWER IS BETTER

Commentary - Last year's 4 week moving average for rent arrears was 5.23%. This years performance to Q1 is 5.82%. We have put into place additional resources to support customers facing financial difficulties because of COVID-19. Current projections give an arrears figure of 7.35% by Xmas although with additional resources in place we are aiming to reduce the figure. We are also assessing how the resumption of legal activity will impact our collection and are actively engaged with our court user group.

repair appointments made and kept target is 97%

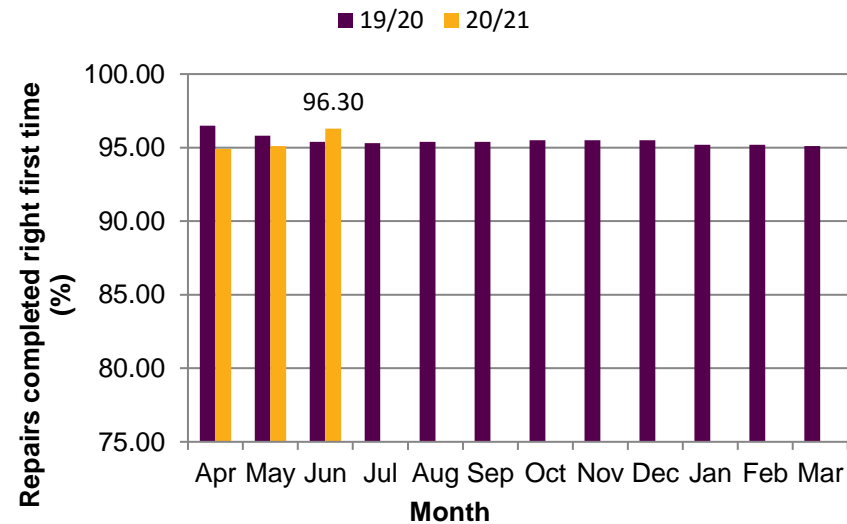


Indicator definition - Repair appointments kept year to date as a % of all repair appointments made year to date N.B. this indicator re starts 1st April every year

HIGHER IS BETTER

Commentary - The July YTD performance is 95.5% against a target of 97%. This figure has also been affected by the COVID-19 changes introduced in April. We are working hard to improve performance through regular analysis of data and it is pleasing that the position has improved from 94.85% in June 94.8% and from 93.5% in June 2019.

repairs completed right first time target is 96.5%



Indicator definition - Repairs completed right first time year to date as a % of all repairs completed N.B. this indicator re starts 1st April every year

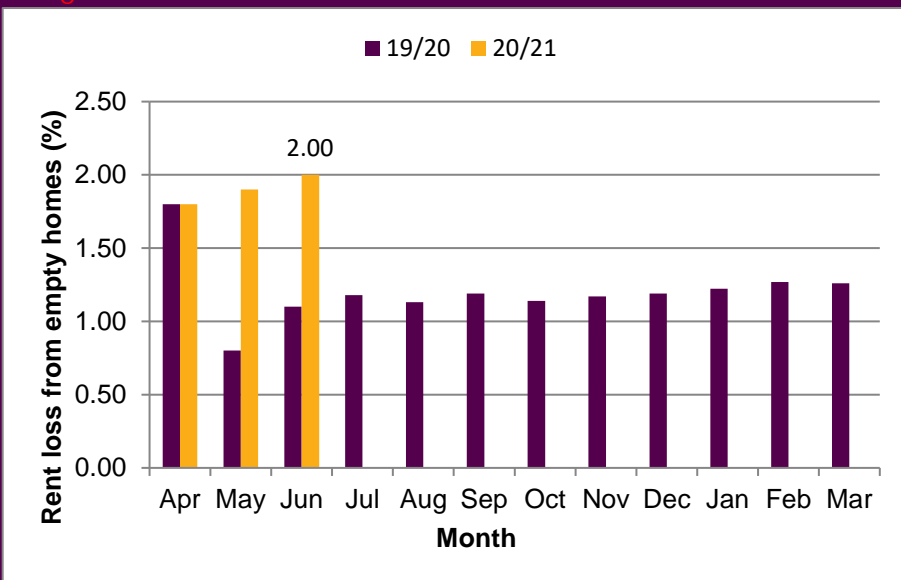
HIGHER IS BETTER

Commentary - Since the easing of restrictions we have been working hard to improve performance and this is reflected in the July RFT YTD performance which 97.2% (target 96.5%). We are continuing to experience difficulties in accessing plastering and whole kitchens.

RENT LOSS FROM EMPTY HOMES



target is <1.1%



Indicator definition - Rent lost year to date from empty homes as a % of gross rent due year to date. N.B. this indicator re starts 1st April every year.

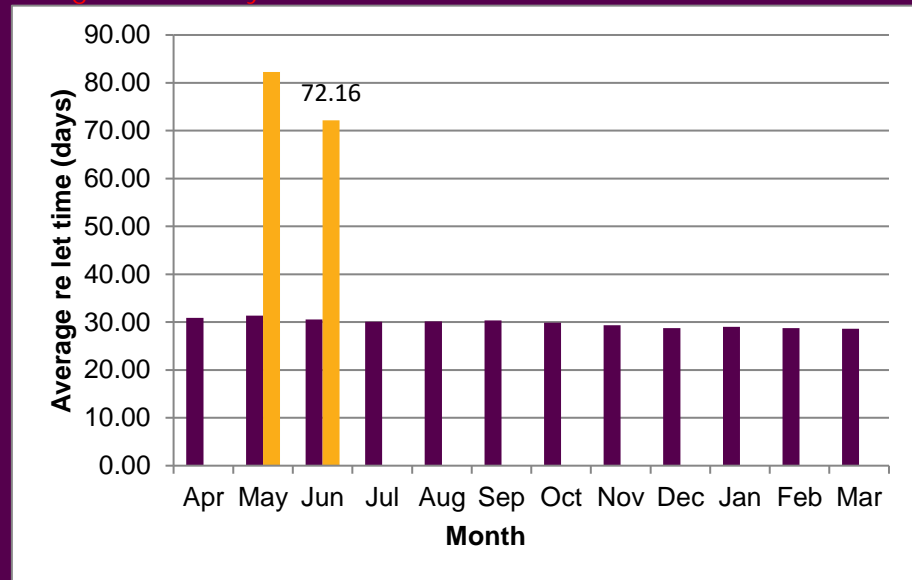
LOWER IS BETTER

Commentary - We are still seeing the aftermath of COVID- 19 in the Empty Homes (EH) rent loss figure in addition to rent loss for inactive homes, including retained blocks on College Bank. Whilst we have resumed lettings activity for General Needs **stock with two thirds of all lets now done digitally, we haven't** been letting in Independent Living Schemes due to shielding guidance. We are now easing the schemes from lockdown and have a four week Zonal plan to start letting activity again. All **GN RTL's are now up to date. Initially the process has** prioritised COVID safe remobilisation plans but a review to understand the impact of COVID-19 and cessation of lettings in Q1 on EH rent loss for 20/21 is being scheduled with operational leads, finance and BI.

average re let time



Target is 27 days

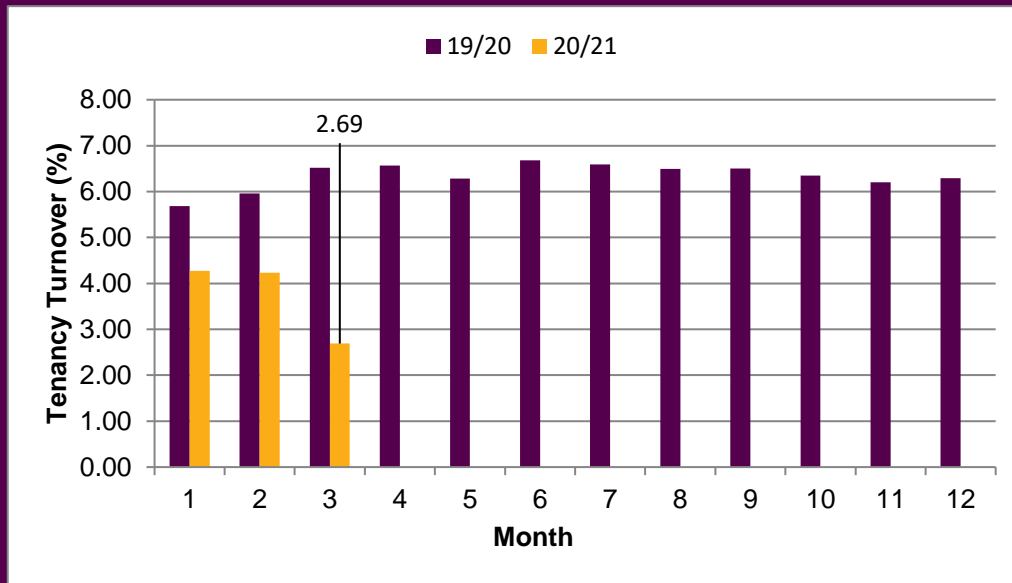


Indicator definition - Average time homes re let year to date were empty prior to being re let. **Figs are for standard re lets i.e. those that did not go into major works and are the full end to end time empty.** N.B. this indicator re starts 1st April every year.

Commentary - Following government guidance, all re-letting of homes (except emergencies) was stopped on 23 March. General needs relets resumed again on 8th June when new digital processes were introduced. 135 homes have been let in the period which has obviously had an impact performance. We have also experienced supply chain issues on materials, in particular plastering supplies and more recently kitchen supplies so do not expect to see any significant improvement in performance for the remainder of the year. The re-letting of homes in ILS schemes will commence in early August.

control lable tenancy turnover

Target 5.0%



Indicator definition - Tenancy turnover (terminations as a % of homes owned) projected for the year (excludes terminations where reason is death). N.B. this indicator re starts 1st April every year.

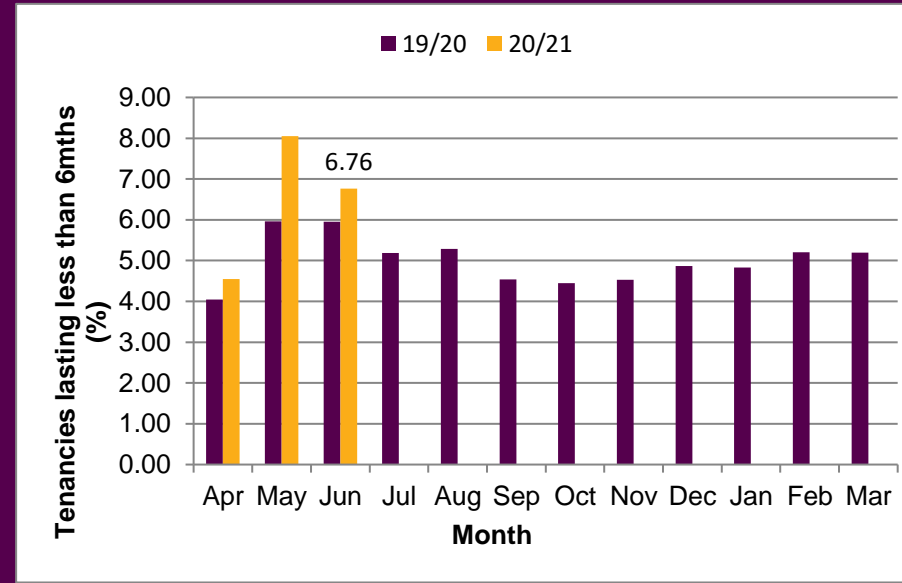
LOWER IS BETTER

Commentary - Performance has undoubtedly been positively impacted by the lockdown conditions as a consequence of Covid-19 with social landlords only **undertaking 'emergency' rehousing**. This will of course mean that the majority of internal transfers will not have taken place and RBH tenants looking to move to other registered providers will not have been able to move as planned. During lockdown the Neighbourhood Housing Team made over 5000 welfare calls to customers and this proactive approach to customer contact will continue to feature in our future methods of operation as we develop a new Customer Sustainment Strategy. Performance here is also positive to target for the same reasons given above. These figures exclude all those tenancy termination reasons that RBH can have either no influence over (e.g. death) or that are reasons that are positive in nature, such as tenants buying their own home.

We are awaiting the completion of ICT workflows to ensure all tenants who do terminate for negative reasons, such as problems with neighbours are contacted and that the Neighbourhood Housing Team offers to take steps to resolve the issue that is driving the tenant to leave. It is our intention to monitor the impact of this contact on turnover rates

tenancies lasting less than 6mths

Target 3.0%



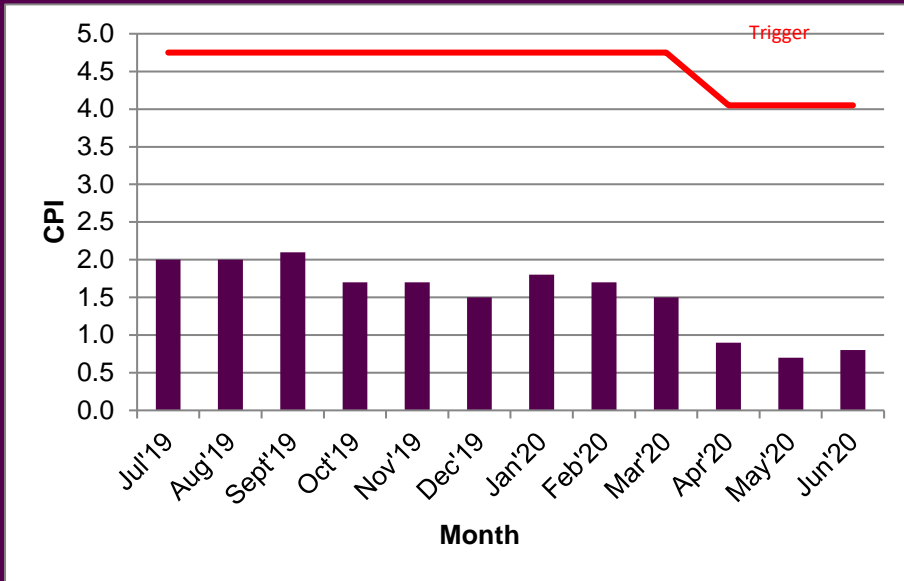
Indicator definition - Tenancy terminations year to date where the tenancy length was less than 6mths as a % of all tenancy terminations year to date. N.B. this indicator re starts 1st April every year

LOWER IS BETTER

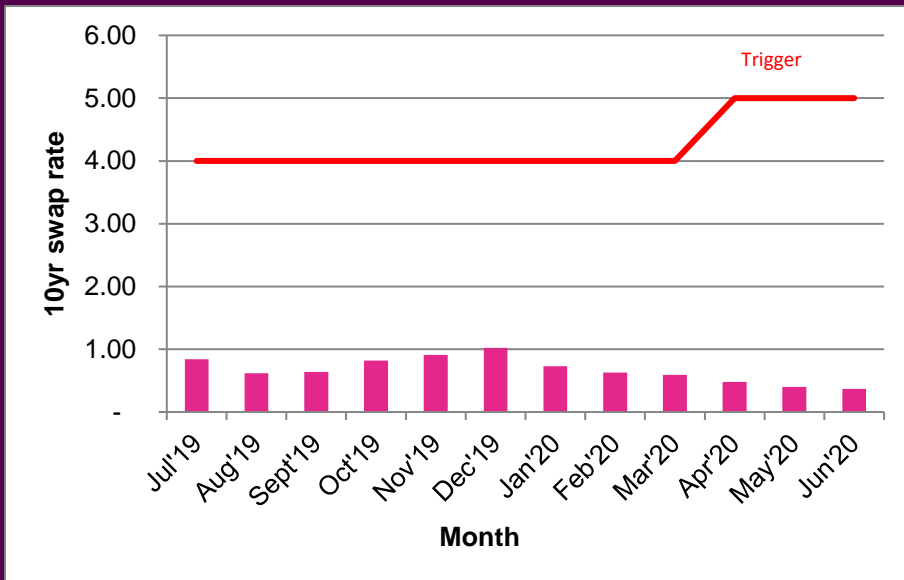
Commentary - As mentioned in previous KPI, if these tenancies are ending for negative or unavoidable reasons Neighbourhood Housing Officers will contact the tenant and offer to take steps to put matters right for the tenants. This may mean liaising with repairs and other departments to coordinate action that will avoid the termination taking place.

STRESS TESTING INDICATORS AND TRIGGERS

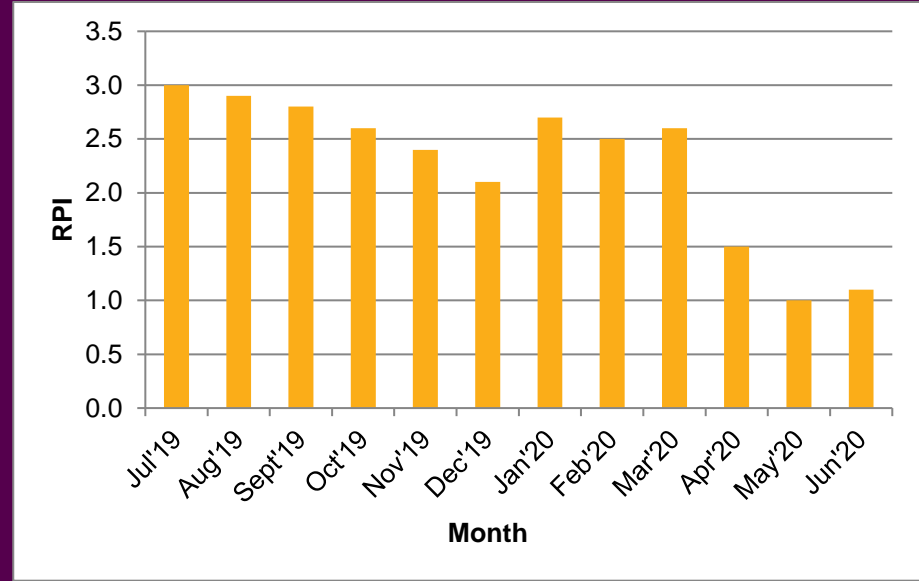
cpi -BUSINESS PLAN ASSUMPTION 2.05% trigger 4.05% (i.e. 2% variance)



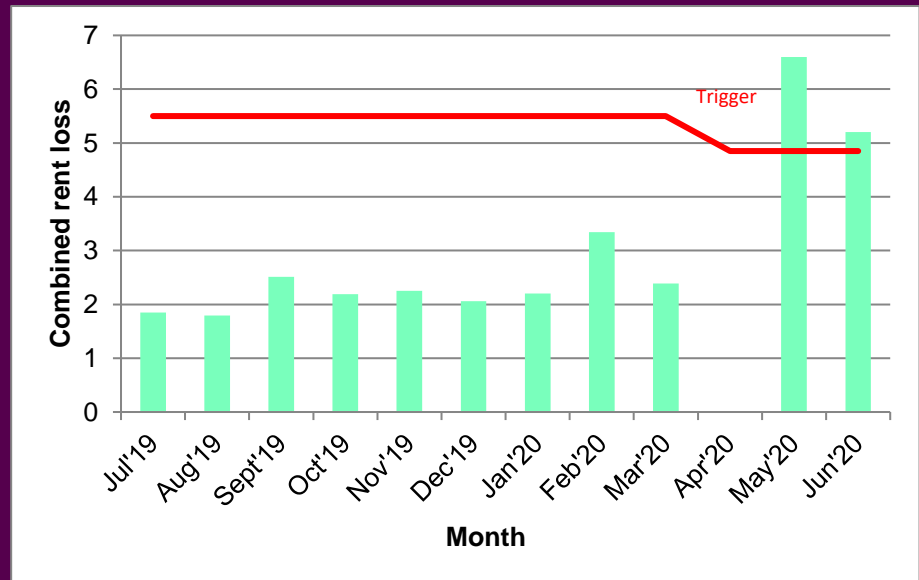
10yr swap rate - business plan assumption 5.5% funders Trigger 5.0%, board trigger 5.0%



rpi - TRACKING ONLY



combined rent loss (empty homes and bad debt) - business plan assumption 5.85% Trigger 4.85%



N.B. no accounts done in April.

Yr 3 - 2020/21 **N.B. ONLY YR 3 MILESTONES AND OUTPUTS SHOWING**

Q1 Q2 Q3 Q4 Qtr 1 - 20/21 update (where appropriate)

MILESTONES

Grant funding secured and planning in place for Town Centre extra care scheme				✓	Suggest defer to year 4. Board approval for preferred approach being sought August 20. Next steps outlined. Provisional sites identified.

DELIVERABLES (OUTPUTS)

75 pipeline new homes with planning permission				75 (Target)	No Change. Target to remain.
96 homes started on site				96 (Target)	No change. Target to remain.
39 completed new affordable homes				39 (Target)	This should be 39 (Great Howarth Smallbridge)
100 Central Rochdale households supported to move home				100 (Target)	Although challenging due to Covid impact need to continue with numbers rehousing at College Bank to meet IDN timescales
40 Pioneer employment scheme members				40 (Target)	Revised to 30 - Covid impact of expanding
Avg SAP rating (monitoring only, no target set)					To be reported on in Q4. Fig for 19/20 was 71.60. The higher the score the lower the running costs with 100 (the maximum score) representing zero energy costs

KEY

G	Completed
A	Started - on target
R	Started - not on target
	Not started/not due

Yr 3 - 2020/21 **N.B. ONLY YR 3 MILESTONES AND OUTPUTS SHOWING**

	Q1	Q2	Q3	Q4	Qtr 1 - 20/21 update (where appropriate)
MILESTONES					
Differentiated service offer in place within IL schemes				✓	Not being delivered - Consultation on ILS model concluded. Full consultation was carried out with ILS tenants and this was not what people wanted. The new service will be in place by end of Phase 1, following transitional plans to move to Eldercare response following COVID.
Assistive Technology offer (incl analogue to digital switch) in place				✓	This needs to be switched to improving. On hold pending transformation priorities. Hardwired project need to be picked up - Phase 3
Funding bids as a result of co-design – social isolation and loneliness				✓	CPT priority phase two and three, albeit a different offer - digital. Bids and projects were completed in Year 1/2. This work is now continued with HMR Circle carrying out work in ILS
Intergenerational design principles incorporated in new developments				✓	Phase 3? Central Rochdale Happi schemes? Move to Year 4 Q4
Research – funding support in general needs tenancies			✓		Ongoing. Due for completion in Y3 Q3
DELIVERABLES (OUTPUTS)					
All individual IL Schemes operating to positive NPVs					

KEY

- G Completed
- A Started - on target
- R Started - not on target
- Not started/not due

IMPROVING TOGETHER

Yr 3 - 2020/21 **N.B. ONLY YR 3 MILESTONES AND OUTPUTS SHOWING**

Q1 Q2 Q3 Q4 Qtr 1 - 20/21 update (where appropriate)

MILESTONES

First phase move					Part of Getting Together Strategy, this will now be part of the Smart Working milestones that have been proposed.

DELIVERABLES (OUTPUTS)

Efficiency savings repairs £1.8m					This target is subject to change
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- KEY
- G Completed
 - A Started - on target
 - R Started - not on target
 - Not started/not due

Yr 3 - 2020/21 N.B. ONLY YR 3 MILESTONES AND OUTPUTS SHOWING

	Q1	Q2	Q3	Q4	Qtr 1 - 20/21 update (where appropriate)
MILESTONES					
OUTPUTS					
% of apprenticeships/traineeships going to people living in RBH communities				60%	<p>Decision taken in March 2020 to postpone apprenticeship recruitment due to Covid 19 outbreak and impact of social distancing restrictions on engagement/partner work to deliver desired outcomes. Business apprenticeship recruitment scheduled for January 2021 with recruitment commencing Autumn to take advantage of new government funding, trade recruitment intake for August 2021. Future recruitment programme designed to maximise engagement with local Rochdale residents and secure 50% target recruitment from RBH tenant base across all roles.</p> <p>Due to barriers presented by Covid 19, the work and skills team are working on creating new digital engagement pathways and tools to support apprenticeship recruitment including: An online film library showcasing RBH as an employer and career pathways in housing A monthly online work and skills session exclusively for RBH tenants to support with job searching and skills, money advice, training and apprenticeship opportunities. A bank of digital support tools to support RBH tenants including “how to prepare for an online interview”</p>
Maintain number of apprenticeships and traineeships offered				20	<p>No additional recruitment undertaken in Q4 due to Covid 19. To support our apprentice cohort we extended the contracts of 3 apprentices to provide additional time to complete their qualifications. Funding remains in place to commence recruitment in Autumn, with potential to tap into the ne Government programme to enhance our programme.</p> <p>During this annual cycle (Sept 2019– August 2020), 5 apprentices have completed the programme or progressed to higher qualification, 2 apprentices have secured perm roles before completion of their qualification but will continue with their studies with a further 5 expected to complete the programme/progress to higher qualification before end of 2020.</p>
Maintain number of volunteering or training opportunities offered				10	<p>Plans to deliver work experience and work safari placements have had to be postponed due to Covid 19. We are developing online resources to enable school engagement to begin in September, but in a different format in the interim. Social distancing restrictions will make it challenging to deliver meaningful work experience programmes.</p>
% of those undertaking volunteering or training opportunities directly by RBH achieving successful outcomes in moving on to their agreed personal career or training goals				100%	<p>All but one apprentices (see above) who have completed the programme during this annual cycle (Sept 2019 – August 2020) have secured permanent roles with RBH – one apprentice has decided to move out of area so has chosen to end his time with RBH. RBH recruitment decisions will be made for those finishing later this year at a later date but full support will be provided for those not retained to access local employment services.</p>

KEY
G Completed
A Started - on target
R Started - not on target
 Not started/not due

digital transformation strategy				
	19/20	20/21	21/22	Qtr 4 - 19/20 update (where appropriate)
MILESTONES				
Channel Shift & Digital Inclusion				
Digital Transformation Strategy signed off	Apr-19			
CRM Rents & Strand go live	May-19			
Contract award for Website & Portal	Sep-19			Portal & website contracts both awarded to Prodo Digital. Development underway. Go Live for Phase 1 scheduled April 2020
Portal Phase 1 go live	Mar-20	Apr-20		Phase 1a - Payments, Repairs Dashboard & basic repairs reporting function in response to C19 live on 23rd April.
Portal Phase 2		Sep-20		Phase 1b - Repairs diagnostic, appointments booking, rescheduling & cancellation scheduled Aug 20. Further phases now reprioritised in response to C19 - digital sign-ups now brought forward to Phase 2. Go live date to be confirmed.
Portal Phase 3			Mar-21	
Web Chat	Mar-20	Apr-20		Replaced by Chatbot in response to C19 - further development now being scoped
Modern Working				
HR Payroll Phase 1	Apr-19			
HR Time & Attendance	Jul-19	Aug-20		Under review following suspension of WLB during C19 'lockdown'.
Telephony Office Based	Jul-19			
Windows 10 Office 2016 Roll-out	Jul-19			Implementation complete but outstanding technical issues to resolve. Workarounds in place.
Office 365 Roll-out		Jul-20 Oct-20 Nov-20		Moved by a month to avoid clashes with other projects which are now due to Go Live in October. These include projects which were delayed due to Covid and are set to complete in October including Laptop / Mobile deployment, Capita V17, Real Time Reporting (Pro 2) and TM upgrade.
Telephony for Agile Workers	Sep-19			
Intranet go live		Aug-20 Jan-21 Feb-21		As office 365 will be put back by a month this will need to be moved back by a month to allow sufficient time for engagement, deployment, training and adoption of Office 365 to the business.
New Document Management		Dec-20 Mar-21 May-21		Although the project is under way it has been moved back by 2 months to avoid doing too much to the business at the same time which could jeopardise adoption. This will be a significant change to the business and sufficient time is required for engagement, training and support which should not clash with the Office 365 and SharePoint deployments.
Smart Homes & Assistive Technology				
SMART Home Pilot			Sep-21	Suspended pending further discussion.
OUTPUTS/OUTCOMES				
Channel Shift & Digital Inclusion				
% Total customer transactions via online channels	Baseline	25%	60%	
Cashable efficiency arising from channel shift	-	£67K	£252K	Further efficiencies now estimated at £2.67M after 5 years, thereafter £700k p.a. based on current initiatives if levels of channel shift achieved.
% Tenants with internet access (based on STAR survey)	72%	75%	85%	Digital Inclusion survey to be repeated end Jan 2020
% Tenants confident using internet (based on STAR survey)	53%	65%	70%	Digital Inclusion survey to be repeated end Jan 2021
% Customers registered for online services	-	53%	70%	
% Active customer registrations	-	30%	65%	
% Customer satisfaction with online contact (Govmetric definition)	-	40%	55%	
Modern Working				
% Employees satisfied with technology available to them	Baseline	TBC	TBC	Survey to commence Feb 2020
Smart Homes & Assistive Technology				
TBC				Workstream on hold until 2020/21