

**Appendix 1 - H DA Action Plan 2016.17**

Business Area	Task	RAG	Performance Target	Progress 12 October 2016
<b>Governance</b>	Establish Member Reference Group	Green	Terms of Reference and pattern and frequency of meetings agreed and take place	
	Process for covering 'exit' costs agreed	Green	Conclude April 16	
	Conclude on whether to establish H DA as company	Yellow	Conclude by Dec 16	Walker Morris has provided legal advice note. Management Board and Member Reference Group Workshop held 10 October. Next step - Alan Carter to draft proposal to move to company model for Management Board to consider.
<b>Markets and Services</b>	Establish relationship management database	Yellow	Team using single data base (subject to access to one IT system)	Originally considered an early task for new Business and System Support Officer. Now more of a medium term task to seek software applications that may suit the H DAs purposes.
	Brand and marketing material produced	Yellow	Launch of company or formal shared service (revised from original target of September 16).	Workstream for new Business and System Support Officer. City Deal marketing and comms resource assisting development of comms strategy. Initial priorities are, internal comms; initial H DA visual identity (logo) and stationery templates. 6 month action plan developed.
	Draft communications protocol mapping out respective responsibilities of HDA and local authority partners for engagement with Members	Red	Target by June 16	Not started.
	Develop scope of services	Yellow	Revised target to finalise early 2017 to be available for launch of company or shared service (revised from September 16)	No new progress. Full draft of scope of services has been produced. Needs further refinement with final document now reprogrammed for early 2017.
	Work with Planning and Strategic Housing colleagues to inform production of Affordable Housing SPD	Yellow	New AHSPD reflect needs particularly of fit of Intermediate Housing alongside social rent	Links clearly established with strategic housing functions of district authorities and current research on housing needs particularly intermediate market. Initial contact made with planning colleagues. New Director of Planning briefed and engaged.
	Work with Planning and Strategic Housing colleagues to inform financial viability of new models of housing delivery	Yellow	New models of housing delivery are robust and realistic in terms of size, standard, cost, funding options and income streams	A key current workstream. Has informed the process to secure Devolution Housing Grant and commission from CPFT. A new financial appraisal and project management software system has been acquired from Proval. Staff training is complete and this will improve the efficiency of the team in carry out appraisals and project managing schemes with consistency.
<b>Operations and Systems</b>	Evolve Partner Development Briefs to monitor scheme progress.	Green	Conclude for first report to Board in 16/17	Scheme progress reports delivered to Management Board and Member Reference Group. New IT system (Proval) will generate consistent reports.
	Develop 'probability assessment' to manage prioritisation of schemes.	Red	Board approval by end September 16	Not started. 6 month in to the work of the H DA this seems less of an immediate priority to conclude. The requirement to spend the Devolution Housing Grant within 5 years and the need to deliver the 1000 homes on rural exception sites will bring a focus over the next six months.
	Establish programme of work and leads to evolve construction specification and design brief	Green	Programme of work established June 16.	Two team members leading on this workstream. Working with City Council sustainability officer who is draft Design and Development Brief that embraces best practice in relation to the former Code for Sustainable Homes. H DA detailed construction specification in place and will be the document through which the principles of the Design and Development Brief will be implemented.
<b>Finance and Resources</b>	Establish SLA with employing authority	Grey	Complete by end March 2017	Target revised as SLA not needed until legal entity of H DA established.
	Monitor performance against Business Plan 2016.17	Green	Regular reports to Board and Member Reference	This report
	Secure new schemes for completion 2018.19 and beyond	Green		Strategic approach developed as part of Business Plan. Progress to be reported to Management Board and Member Reference Group.
<b>People</b>	Complete recruitment plan for 2016.17 in line with Business Plan	Yellow	Complete by end March 17	Recruitment Business and Systems Support Officer. Assistant MD post filled. Advertising for Construction and Technical Lead now. Holding off on decision to recruit further project management capacity dependent on outcome of Devolution Agreement and Cambridge Investment Partnership.
	Initiate Organisational Development programme (formerly labelled 'undertake a skills audit and establish training matrices')	Yellow	Target Dec 16 (formerly end June 16)	Different approach adopted. Training organisation commissioned to help establish the H DAs organisational development needs and the programme of team and individual inputs. Magela commissioned and mid way through an action plan of one-to-one meetings with staff; skills audit; operational competency framework; and facilitated away-day.
<b>Office and Business Support</b>	Conclude on IT system and hardware to support 'remote' working	Green	Subject to shared IT services programme of work	New IT to facilitate remote working trialled and purchased.
		Key	Complete	
			Started and not passed target deadline	
			Not started and/or behind target deadline	
			Not started but well within target deadline	