

## Appendix A

### Improvement Plan

To respond to the independent review and address matters that have come to the Board's attention over the last 12 months, a service improvement plan has been drafted for approval. The table below summarises the main concerns raised, causes and progress taken to address those concerns.

Concern	Cause	Progress
IT system and processes	HEART IT system is old and outdated. It will not support the service in the future.	<ul style="list-style-type: none"><li>•A New Housing Assistance System (Civica CX) has been procured in January 2021.</li><li>•The implementation project has already started with a planned system "Go-Live" date of October 2021.</li><li>•The new system will incorporate a "Push-Pull" data interface between Civica CX and the WCC Mosaic system, to help improve and streamline processes and remove any duplication of tasks.</li></ul>
Current and future demand	Due to the rapid and significant rise in service demand, the service has failed to grow accordingly, and a backlog of cases has resulted.	<ul style="list-style-type: none"><li>•Dec 2020 - New triage process being piloted to improve and speed up the allocation of cases to the appropriate HEART Officer. Pilot running from December 2020 to end of February 2021.</li><li>•Jan 2021 - Analysis of customer demand and service resource levels are currently underway. Due Date End of February 2021.</li><li>•Feb 2021 - Output from the analysis will inform</li></ul>

		<p>the resource requirements for the current demand and backlog and future expansion of services.</p> <ul style="list-style-type: none"> <li>•Feb 2021 - Additional resource secured to support a process mapping activity to identify opportunities for current process improvement, and future processes in relation to the Civica Cx and WCC Mosaic interface. This will identify process improve opportunities that will improve efficiency and reduce Lead times. Planned start February 2021.</li> </ul>
<p>Service offer and capability</p>	<p>The review identified inconsistencies in approach given to customers and referrers, Also in relation to staff induction and training.</p>	<ul style="list-style-type: none"> <li>•Opportunity to align the HEART service with the Social Care strengths based approach using 'good conversations' and increased partnership working with other organisations e.g. Warwickshire Fire and Rescue Service, Acute Housing Liaison Officers</li> <li>•New triage process being piloted to improve and speed up the allocation of cases to the appropriate HEART Officer.</li> <li>• HEART Processes are being remapped during Feb/Mar 2021. This will support future process improvement and the new IT system integration.</li> </ul>

Data and information	The current IT system has some limitations for data extract and the board reporting did not clearly identify key operational metrics.	<ul style="list-style-type: none"> <li>•Data cleansing activity conducted to clarify the data sets.</li> <li>•WCC's Business Intelligence Team has worked with the service to develop and launch a new HEART PowerBi Reporting Dashboard that delivers simple visual performance outputs, to support the operational reporting for the service and the HEART Board.</li> <li>•Current open case load now available weekly by locality.</li> <li>•This is an interim solution to support the service until the new Civica Cx system is launched, with it is new reporting tools.</li> <li>•Nov 2020 - Analysis of the historic and current data sets has allowed service performance to be more clearly understood and has resulted in additional improvement actions.</li> <li>•Jan 2021 - Non-WCC staff are now working directly on the WCC Mosaic system, which has improved the data flow process and removed some data input duplication.</li> </ul>
Leadership, governance, and operational management	Infancy of the Partnership and Board. Complex relationships between the 6 Local Authorities. Differing priorities etc.	<ul style="list-style-type: none"> <li>•2019 - New Independent Chair Appointed – WCC Assistant Director - People</li> <li>•June 2019 - New Senior Accountable Officer –</li> </ul>

		<p>NBBC Director - Democracy, Planning &amp; Public Protection.</p> <ul style="list-style-type: none"> <li>•June - 2019 - New Board Meeting Schedule, format and governance arrangements implemented.</li> <li>•August 2019 - External Improvement Resources - supplied and funded by the Warwickshire Cares Better Together Team</li> <li>•Sept 2019 - Staff and team communications reviewed and enhanced to support improved internal service communications - staff 121's and scheduled Team meetings.</li> <li>•Sept 2019 - An anonymous staff survey was conducted to get the teams individual feedback on the current service environment and performance.</li> </ul>
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