



Report to: Cabinet Meeting: 9 June 2026
 Portfolio Holder: Councillor Lee Brazier, Housing
 Director Lead: Suzanne Shead, Housing, Health & Wellbeing
 Lead Officer: Cara Clarkson, Assistant Director – Housing Strategy & Service Development

Report Summary	
Type of Report	Open Report / Non-Key Decision
Report Title	Housing Management System Resources
Purpose of Report	Additional resources requirement, covering Housing, Health & Wellbeing to deal with demand, challenges and opportunities.
Recommendations	<p>That Cabinet approve the:</p> <ul style="list-style-type: none"> a) creation of two additional Data Analyst posts for Housing Directorate systems managed within the Housing Systems Analyst team; and b) creation of a Housing Systems Adoption Officer reporting to the Assistant Director - Housing Strategy & Service Development. c) release of £82,900 from the HRA Service improvement reserve for 2026/27, with the full year cost being added into the base budget from 2027/28 onwards.
Alternative Options Considered	<p>Do nothing is not a viable option, due the amount of data and training asks from across the directorate and dictated by the regulator and supplier. Officers within the housing analyst team are at capacity and therefore no capacity to take on these additional duties.</p> <p>Temporary resourcing will not address the merging of systems and data that will come from local government reorganisation, in addition, the market for DDaT (Digital, Data and Technology) professionals is volatile.</p>
Reason for Recommendations	To increase the system adoption and training, improve the Council’s data quality and reporting leading to strong assurance for the Council and Regulator of Social Housing on the quality of services being delivered.

1.0 Background

- 1.1 The main ICT systems used by Housing Services (NEC and APEX) both require significant analyst support to run smoothly. The role of the Assistant Director – Housing Strategy & Service Development, will co-ordinate the development of these systems with Heads of Service, with technical support required to meet the resource demands to ensure the systems deliver now and to ensure we have a strong position going into Local Government Reorganisation (LGR) to be the housing system(s) of choice for the new authority.
- 1.2 The Regulator of Social Housing expects all social housing landlords to be using robust data analysis across and within systems to inform service delivery and target interventions in response to insight. Additional capacity is needed to develop these skills between the data analysts and the Heads of Service.
- 1.3 The service is increasingly reliant on systems and technology to manage additional burdens on housing providers such as Awaab’s Law, Minimum Energy Efficiency Standards, Decent Homes 2025, Rent Convergence and adjusting services to meet the individual needs of the households.
- 1.4 The service is also reliant on systems to be able to respond and evidence work undertaken to address complaints to the Ombudsman, defend disrepair cases and other enquiries and to respond to requests including Freedom of Information, Subject Access Requests, telecare and advances in monitoring of properties through remote systems such as Switchee – which monitors temperature and humidity within homes, alerting when these hit thresholds.
- 1.5 It has been agreed that responsibility for the Housing Asset Management System (APEX) will move to the Assistant Director - Housing Strategy & Service Development and this requires a technical data performance analyst to support the Assistant Director with technical expertise that will ensure data and systems are regularly reconciled and accurate, and to work closely with the relevant Heads of Service to maximise the systems potential.
- 1.6 Staff require training on both NEC and APEX regularly including as part of induction and also in response to system changes or version upgrades that unlock new functionality and features that require training materials to be accurate and up to date.

2.0 Proposal/Options Considered

- 2.1 Officers acknowledge the increasing complexity of housing systems, alongside evolving regulatory requirements and heightened expectations for compliance, necessitate dedicated resources to maintain service quality and operational efficiency.
- 2.2 The local government association acknowledged that:

Local government is operating with a critical shortage of cyber, digital, data and technology (CDDaT) skills. Councils currently employ around 2% of their workforce in digital roles, against a national ambition of 10%. This gap increases the risk of service disruption, data breaches and an inability to deliver modern, user-focused services.

- 2.3 It is therefore proposed the position of Digital Solutions Team Leader will be renamed Housing Systems Manager. Furthermore, two additional data analysts are essential for managing and cleansing large datasets, identifying and resolving data quality issues, and generating tailored reports to inform decision-making across services. This technical expertise is crucial for ensuring that the Council remains compliant with regulatory standards and can quickly adapt to new demands within the housing sector.
- 2.4 Simultaneously, a Housing Systems Adoption Officer will provide a supportive role to develop comprehensive training programmes and materials, deliver refresher courses, and support staff in mastering the Apex Asset Management System and NEC platforms. With ongoing changes in regulatory frameworks and system upgrades, staff development is vital for maintaining high levels of competence and compliance. By having both a data analyst and a training support role, the Council can effectively address the technical and educational demands of modern housing management, ensuring robust service delivery and regulatory adherence.

Housing Systems Adoption role:

- Develop training materials and a training programme for Apex asset management system covering asset and compliance areas.
- Review, update and maintain existing NEC training documentation and videos.
- Create refresher training course for all existing staff.
- Support development and delivery of training sessions to staff.
- Work with system analyst team and housing departments to develop training requirements and delivery structures quality control and auditing as well as increasing capacity for LGR.
- Responsible in ensuring systems, processes and training is adoption to leverage the benefits of the asset management and new housing system.

Data Analyst role:

- Support ongoing data cleansing activities for all NEC modules
 - Create system reports for business areas including allocations, estates, income from NEC
 - Identify data quality issues from examination of datasets and support correction of data. To support Apex and NEC data however will not require knowledge of Apex.
- 2.5 The grading from the Regulator of Social Housing, expected in July 2026 following the April 2026 inspection, is likely to generate further and continuous improvement to the systems to ensure compliance and data accuracy with the Consumer Standards.

3.0 Implications

In writing this report and in putting forward recommendations, officers have considered the following implications: Data Protection; Digital & Cyber Security;

Equality & Diversity; Financial; Human Resources; Human Rights; Legal; Safeguarding & Sustainability and where appropriate they have made reference to these implications and added suitable expert comment where appropriate.

Implications Considered			
Yes – relevant and included / NA – not applicable			
Financial	Yes	Equality & Diversity	N/A
Human Resources	Yes	Human Rights	N/A
Legal	N/A	Data Protection	N/A
Digital & Cyber Security	N/A	Safeguarding	N/A
Sustainability	N/A	Crime & Disorder	N/A
LGR	N/A	Tenant Consultation	N/A

Financial Implications (FIN26-27/1240)

- 3.1 The changes required to the budget for the proposals in this report are shown below:

New Posts	FTE	2026/27	2027/28	2028/29	2029/30
Housing Data Analyst	2.00	82,900	85,840	88,880	92,060
Housing Systems Adoption Officer	1.00	41,450	42,920	44,440	46,030
Total Salary Changes	3.00	124,350	128,760	133,320	138,090

All costs include national insurance and pension contributions and have been calculated in line with the Budget Strategy 2026/27 inflationary assumptions.

The cost increase is fully rechargeable to the HRA and therefore the cost to the General Fund will be nil. However, the HRA budget will need to be increased in 2026/27 by £82,900 (assuming the posts will be filled from August 2026) and can be funded from the Service improvement reserve and for future years be added to the revenue budget.

HR Implications (HR2425/270 SL)

- 3.2 These 3 new permanent posts will increase the establishment, this early on into the financial year data is not yet available to confirm the increase to the establishment since the start of the month. As at Q3 there was an overall increase of 21.49 FTE, 3.68 FTE was within the Resources Directorate, 3 of which were in ICT and 2 were permanent and 1 temporary.

Background Papers and Published Documents

Except for previously published documents, which will be available elsewhere, the documents listed here will be available for inspection in accordance with Section 100D of the Local Government Act 1972.

None