

Service Improvement Plan for Housing 2010/12 - Tenant Involvement and Empowerment														
Ref	Issue to be Addressed	Kloe(s) Addressed	Improvement Outcomes (what we expect from the changes)	Actions Required	Lead Officer	Date For Overall Completion	Action Start date	Action Target End Date	Actual End Date for Action	Progress	Resources	Comments	Measures of Success	Evidence Base
1.1	Understanding the diversity of our service users and utilising this information to inform policy and service delivery. (CHIP 1.14)	Diversity - Access and Customer Care	There is a clear understanding of the gaps in information about the profile of our tenants and leaseholders.	Identify sources of existing data and analyse the data available for the District and from the Council's database to determine data which needs to be collected.	Eric Sharpe	June 2010	30/04/2010	01/06/2010	01/06/2010	Completed by 01/06/2010		Analysis identified general information (e.g. economic deprivation, health etc) available for parish areas from MAIDEN (County) but needs to be used with more specific data from tenant database. Tenant database shows good quality on ages (99.9% of data available), reasonable on ethnicity (70% approx.) but nothing on disabilities, contact preferences etc.	Analysis completed.	Copy of tenant details extract from Northgate used to analyse existing data and identify information to be sought through a survey.
1.2			Relevant profile information is available to staff from within the Housing IT system	Use the output from 1.1 to set up appropriate codes within the IT system to receive data	Eric Sharpe and Angie Spooner	Aug 2010	30/06/2010	31/08/2010	31/08/2010	Completed		Data which will need to be held in the Northgate system has been identified and appropriate codes/hierarchies are being set up	Information on disabilities and contact preferences available to staff using the system and system automatically delivering the information to staff to advise on contact preferences etc.	System modified.
1.3			Accurate and up to date information has been collected and stored so that it can be used to inform service delivery decisions and budget setting for the financial year 2011/2012.	1. Agree a data collection methodology 2. design data collection form 3. Implement with a target for collecting all relevant data within the shortest possible timescale in a value for money way. 4. report on initial analysis of responses and identify how the information gathered will affect policy and budget setting. 5. Agree and implement follow up strategy to collect remaining missing data/missed tenants	1. Eric Sharpe 2. Eric Sharpe 3. Eric Sharpe 4. Eric Sharpe 5. Kevin Topping	June 2010 June 2010 Sept 2010 Oct 2010	01/06/2010 15/06/2010 30/06/2010 15/10/2010 30/06/2010	15/06/2010 29/06/2010 20/09/2010 22/10/2010 08/10/2010	15/06/2010 29/06/2010 20/09/2010 28/09/2010	Completed Completed Completed On Target Completed		Survey designed and issued to all tenants in July 2010 with an incentive to complete by mid September. Non returns to be subject to follow up as part of the annual tenant visit programme by Housing Officers and for new tenants through the sign up/6 weekly post allocation visit processes. Potential also for all staff to be involved in Blitz days to collect data more quickly but there are issues around obtaining tenant signatures for use of data which will need to be resolved before this can be implemented.	1. Relevant information is available through the Northgate system. 2. Report on data collected has been produced and published 3. The data collected can be demonstrated to have contributed to policy and/or budget decisions.	Copy of Survey form in file. Survey information included in sign up process.
1.4	Need to improve tenant involvement and empowerment (CHIP 1.7, 1.15, 1.16 and 1.17)	Resident Involvement - Access, customer care and user focus	A wide range of tenants and leaseholders (including young people, disabled tenants and minority groups) are involved in participation with the service through a variety of ways.	1. Assimilate information from tenant profiling survey to identify new people to be involved in participation. 2. Develop mystery shopping approach to service monitoring 3. Engage with specialist support groups to identify potential for specific involvement in participation by disabled tenants and minority groups 4. Arrange at least three events across the district aimed at involving and engaging with younger people. 5. Report on the outcomes of efforts made to engage with difficult to reach groups.	1. Eric Sharpe 2 TP Officer 3. TP Officer 4. K Pring, Joel Darley, TP Officer, youth representatives, Steve Miles, Gemma Grieve (Dursley Youth Worker), Lynsey Driver (Youth Council Housing Rep), Jo Jackson (Housing Advice, Youth Homelessness) 5. TP Officer	Oct-10	01/09/2010 01/09/2010 01/09/2010 01/09/2010 24/10/2010	25/09/2010 31/10/2010 31/10/2010 31/10/2010 31/10/2010	25/09/2010 23/09/10	Completed On Target On target Completed On Target		1. completed survey data available to officers. 2. Letter being sent w/c 04/10/2010 to tenants responding from Survey expressing an interest in mystery shopping/tenant inspection. Initial meeting and training will be set up and services implemented on response. Training costs being obtained. Investigating possibility of shared service (or cross checking) with Gloucester City Homes mystery shoppers. 3. Disabled Tenants' Forum 16/09/10 Agenda will focus on forms of involvements, barriers and related support needs. 2 consultation events at Minchinhampton Woolaways organised. 26 tenants and residents attended, Over 30% with disabilities. A further event for the wider community is to take place on 07/09/10 4. CE has liaised with Senior Youth Officer about involving young people. CE has met with tenants in Cam that work with and have young people on their Association. To follow up with meeting with young people and GCC Youth Worker. Consider using PiYN as a forum to engage young people.	A list of residents willing to participate has been drawn up and identifies the different ways in which they wish to be involved. Mystery shopping is happening on at least a quarterly basis. Minority groups and disabled tenants are clearly identifiable as being represented. Three events have been arranged to engage with younger people and there are younger people involved in participation and scrutiny.	Survey data in spreadsheet. Copy of letter and information sent to new tenants. Disabled Tenants Forum minutes. Evidence of events arranged

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1.5			Tenants and leaseholders are involved in the development of key strategies from the start of the process.	1. Identify tenants and leaseholders who wish to be involved with the process. 2. Examine the role of HMF and review as potential environment for resident and member cooperation and involvement in strategy and budget development. 3. incorporate notifications and involvement as part of the procedure for developing strategies.	1. Kevin Pring, Joel Darley, TP Officer and tenants	Nov-10	25/08/2010 01/11/2010 01/11/2010	30/09/2010 30/11/2010 30/11/2010		On Target		1. Survey sent to all leaseholders. KH creating a database for responses. 2. HMF involved in commenting upon strategies and, from October 2010, in developing budgets for the next financial year 3. Senior managers notified of requirement to involve tenants in reviews of strategies and budgets.	A framework is in place which allows tenants and members to jointly consider budget development and policy issues and make recommendations.	Tenant survey data. Report to HMF on budgets on 02/11/10 copy of email to managers about tenant involvement in strategy and budgets.
1.6	Adequate resources are made available to achieve effective resident involvement (CHIP action 1.8)		Strategies are in place for supporting resident involvement which offer a varied approach and have sufficient financial and other resources to ensure their effectiveness. There is an appropriate budget for resident involvement which is agreed for a three year term and reviewed annually.	1. Identify which involvement options have a budgetary requirement. 2. Identify staff resources required to support each option 3. Consult with tenants about the levels of budget to be set against each option 4. Secure formal budget approval. 5. Monitor budgets and report on spend/commitment to tenants on a regular (agreed) basis.	1. TP Officer 2. TP Officer 3. TP Officer, Kevin Topping 4. Kevin Topping 5. TP Officer, Tenant panel.	Nov-10	01/09/2010 01/09/2010 20/09/2010 29/10/2010 01/09/2010	30/11/2010 30/11/2010 Nov-2010 30/11/2010 30/11/2010		Ongoing		1. One new Tenant Street Rep elected included involving 2 younger tenants in the discussion and election. Use of Environment Fund discussed and HO walkabout being organised. Access to Environmental Fund discussed at Tenants' Village Voice meeting and training needs including partnering with other agencies to deliver or partake were flagged up.	1. There is a structure in place whereby tenants and members can be jointly consulted and be involved in the preparation of initial budgets and spending priorities and the development of policy issues. 2. There is clear evidence that the new structure has delivered a changed approach	Tenant budget meeting setup note. Copy of TP budget presented to tenants for starting point of budget for 2011/12. Copy of HMF report for 02/11/10
1.7			Tenants and leaseholders have access to regularly updated and published performance information which is clear to understand	1. Agree with HMF on range of performance standards to be reported on and the style of presentation and incorporate into future standard reports to HMF. 2. Agree on performance standards to be published monthly to the internet and quarterly through newsletters 3. Provide a mechanism for tenants to give feedback on or query performance information.	Lesley Hunt and Eric Sharpe HMF Lesley Hgunt and Eric Sharpe	Sep-10	20/07/2010 20/07/2010 07/09/2010	22/07/2010 07/09/2010 07/09/2010	07/09/2010 07/09/2010	Completed Completed Ongoing, web site changes to implement end October 2010		Report going to HMF 7/9/10 with possible with suggested indicators. HMF have agreed format and this data will also be presented through the web site which will have feedback options for tenants to query performance information and complete action point 3.	1. Performance information requested by tenants is published monthly in a format which has been agreed with tenants. 2. Tenants are able to make comments back to the Council on performance and those comments are published.	Copy of report to HMF in September 2010. Copy of new performance information to HMF on 02/11/2010. New Housing website pages with information on performance and including feedback mechanism.
1.8			Services are planned together with residents and are delivered to agreed standards. Service review panel set up with residents in a majority to review and report on feedback and recommend changes.	1 - Publicise to generate interest and arrange briefings to existing groups. 2 - develop terms of reference. 3 - agree governance/feedback mechanisms. 4 - Set up panel	Senior Managers and tenants and leaseholders	Nov-10	30/09/2010 11/10/2010 11/10/2010 30/11/2010	07/10/2010 15/11/2010 15/11/2010 30/11/2010		On Target but subject to review of overall timetable - see comments	Possibly 2 staff plus residents and Member input	Service review panel may not be required to meet now until mid 2011 as policies and procedures are already undergoing full review as part of the work undertaken by Arnold Phillips Associates. Requirements to be reviewed with tenants in November 2011 at the end of the policy/procedure review process.	Service review panel is in place	Copies of agreed service standards developed through the contract with Arnold Phillips Associates between May and September 2010.
1.9			Local community action plans are developed and are supported with adequate funding and administration.	1. Provide information and training to tenants	Resident Involvement Co-ordinator	2011	Nov-10	30/03/2011		Ongoing			Community action plans are in place	
1.10			Tenant compacts are agreed which incorporate "smart" targets for service delivery and against which progress is measurable.	1. Review current compacts and identify areas for improvement. 2. Agree with tenants the targets to be achieved and methods of monitoring. 3. Modify compacts to reflect changes and reissue/publicise.	Compact review panels, Resident Involvement Co-ordinator	Nov-10	Oct-10	Nov-10		On Target			New compacts issued	

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1.11	Need to establish effective resident scrutiny of performance generally and against the "local offer"	Resident Involvement - Access, customer care and user focus	Tenant scrutiny panel established with membership which is representative of the whole of the stock and members who have received appropriate training and support to enable them to fulfil their scrutiny role effectively.	1. Establish small project team of tenants, members and staff. 2. Establish general terms of reference, code of conduct, timescale for setting up and potential training resources and budget. 3. Run publicity campaign to raise tenant awareness and publicise terms of reference for comments (and review on receipt of any). 4. Publicise for nominees and/or volunteers for the panel. 5. Panel member selection 6. Induction and training programme 7. Determine meeting schedule 8. First meeting 9. Review progress after 2nd meeting.	Kevin Topping, Hilary Smart, Eric Sharpe Project team Project team Project team Project team Project team and Panel Project team and Panel	01/03/2011 (October 2011 for items 8 and 9 assuming at least quarterly meetings)	19/07/2010 10/08/2010 01/10/2010 01/10/2010 22/11/2010 06/12/2010 06/12/2010	17/09/2010 01/10/2010 15/11/2010 15/11/2010 29/11/2010 31/03/2011 31/03/2011		Behind target Behind target On target On Target On Target On target On Target		The recent response from the tenant profile survey indicates a high level of potential alternative resident involvement. This has prompted a rethink to try to reach as broad an audience as possible to recruit people for the project team and request specific interest in being a panel member. This means a slight delay in setting up the project team and setting terms of reference to mid/end of October 2010. Thereafter, the selection, training and implementation proces of rthe panel will proceed as per the plan.	1. Scrutiny panel established within the project timescale 2. Scrutiny meeting timetable set up 3. Scrutiny panel membership fully subscribed 4. No major changes required to terms of reference or scrutiny when review undertaken. 5. Panel members are fully satisfied with their involvement and support services.	Copy of letter and explanatory information sent to all tenants from the survey and all existing tenant representatives about the scrutiny panel to develop initial project team.
1.12			There is a clear agreed process in place which identifies the action to be taken and any redress available to tenants and leaseholders in the event that local offers are not met.	1. Establish small project team of tenants, members and staff. 2. Identify draft process based upon best practice examples from elsewhere (use TSA pilot organisation experiences). 3. Consult with wider range of tenants and review with any inputs. 4. Secure Council agreement to the process 5. Incorporate within terms of reference for scrutiny panel 6. Publicise and implement 7. Review after 6 months	Kevin Topping, Hilary Smart, Eric Sharpe Project team Project team Project team Project team Project team and Panel	Mar-11	19/07/2010 01/10/2010 30/11/2010 10/03/2011 10/03/2011 31/03/2011 30/09/2011	30/09/2010 30/11/2010 01/02/2011 10/03/2011 31/03/2011 31/03/2011 30/09/2011		Slightly behind target		Considering incorporating this action as part of the overall project to set up a scrutiny panel. To be discussed with project team set up for 1.11	1. Process agreed and implemented within the project timescale 2. Review shows process is robust.	
1.13			Local offer(s) are agreed with tenants and leaseholders and published.	1. Tenants and Leaseholders involved with development of service standards. 2. Local Offer(s) developed from standards process 3. Publicise with annual report 4. Implement local offer(s) and subject to scrutiny	Tenant representatives, members and staff	01/10/2010 (April 2011 for implementation)	01/04/2010 01/08/2010 01/10/2010 01/04/2011	01/10/2010 01/09/2010 01/10/2010 01/04/2011	30/09/2010 07/09/2010 15/10/2010	Completed Completed Completed		Service standards developed as part of the Arnold Phillips project. Report to HMF on 07/09/2010 about the annual report and suggesting local offer for 2011/12. Agreed local offers incorporated in the annual report.	Local offer(s) developed and implemented by April 2011 and are subject to scrutiny against agreed targets.	Schedule of meetings held with Arnold Phillips . List of tenants, members and staff who have attended workshops. Agreed service standards HMF report of 07/09/2010. Copy of annual report.
1.14			There will be clear arrangements for the regular review of local offers	1. Agree timetable for review 2. Agree panel membership or representation for review 3. Set timescale for the finalisation of any review process (i.e. how long the panel will have to deliberate on and report back on any proposed changes).	Tenant representatives, members and staff	Mar-11				Ongoing	Needs to be linked to scrutiny panel work and be developed with their involvement. To review this action in January 2011		Timetable in place by agreed action date and review panel representation is agreed and set up	
1.15	Need to improve feedback mechanisms about the service to inform policy, service delivery and process changes (CHIP 1.3)	Access and Customer Care - consultation and feedback	Proactive arrangements to capture service user views at point of service delivery or closely thereafter using a range of methods including phone and paper questionnaires for satisfaction, 10/10 assessments etc.	1 - Identify areas not already being monitored and design and implement customer feedback mechanisms. 2 - review existing feedback mechanisms to ensure that they are relevant and being undertaken	1. Eric Sharpe 2. Eric Sharpe	Aug-10	30/04/2010 30/04/2010	15/08/2010 15/08/2010	01/09/2010 01/09/2010	Completed		A range of 10/10 questionnaires have been developed to test service user's experience within a short time of their service request being dealt with. In addition to common services such as repairs and gas servicing, checks have been implemented for rent matters, asb and tenancy manageemnt.	There are a range of feedback mechanisms in place and being reported upon regularly.	Copies of 10/10 questionnaires in use. Copy of 10/10 analysis. Survey results published to revised Housing web site.

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1.16			An annual report to tenants/leaseholders has been developed with tenant/leaseholder input to the editorial and design process.	1. Circulate request to tenants for expressions of interest in being involved in the project and identify staff input. 2. Set up editorial panel 3. Agree general content and format. 4. Obtain printing quotation and print timescale 5. Finalise content and develop initial draft. 6. Review and amend. 7. Release to printers 8. Returned from printers and delivery.	1. Kevin Topping and Eric Sharpe 2. Kevin Topping 3. Panel 4. TP Officer 5. Panel Panel TP Officer TP Officer	Oct-10	07/07/2010 21/07/2010 29/07/2010 12/08/2010 12/08/2010 26/08/2010 13/09/2010 01/10/2010	21/07/2010 28/07/2010 12/08/2010 19/08/2010 26/08/2010 13/09/2010 03/10/2010		Behind target - see comments Behind target Behind target Completed Behind target Behind target Behind target		The return of the profile surveys has prompted a rethink on the process to incorporate the views of a number of new tenants in the whole process. Strategy supported by the TSA and extension to original 1st October deadline to 15th October has been agreed with them to facilitate this. Report will be completed by 15th October 2010 for distribution. Information re consultation with tenants in evidence file.	Annual report produced with tenant involvement.	Feedback from Chris Eadie and Stuart Strathearn about contact with new tenants over the Annual Report. Report to HMF about annual report and local offer on 07/09/2010. Copy of Final version of annual report.
1.17			Tenants and leaseholders have a range of opportunities to receive information about the service including regular newsletters, through the internet, localised news sheets, text messaging and meetings.	1. Identify from survey the preferences for resident contact. 2. Ensure that budgets are available for newsletters. 3. Arrange for housing officers to produce localised newsletters in conjunction with tenants for individual areas. 4. Identify staff member(s) responsible for updating web based information and have them develop a regular updating schedule.	1. Eric Sharpe 2. Kevin Topping 3. Kevin Pring and Joel Darley 4. Kevin Pring, Joel Darley, Dave Stables and Hannah Mawson	Nov-10	15/10/2010 10/09/2010 01/09/2010 01/09/2010	22/10/2010 31/10/2010 30/11/2010 30/11/2010	04/10/2010 04/10/2010 13/10/2010	Completed Completed Completed On target		1. Survey contact preferences being incorporated into Northgate 2. Draft budgets being compiled during October and November 2010 3. Hos to speak to tenant reps in their area, publicise info on noticeboards and post through doors. 4. Resident Involvement Officer or Performance and Improvement Officer?	Range of information dissemination services are available.	Sample copy of local notice. Copy of budget draft identifying spend available for communication with tenants.
1.18			Tenants and leaseholders are involved in the editorial process for all general communication methods and ensure that information is in a format that is accessible by all.	1. Identify tenants and leaseholders who wish to be involved with the process. 2. Incorporate tenant responses into reports to editorial panel set up for annual report. 3. Seek tenant and leaseholder feedback on any redesigned documents incorporating previous views.	TP Officer	October 2010 for action point one. Ongoing for 2 and 3	01/10/2010	31/10/2010		On target			Editorial panel set up with mixed membership and a regular cycle of meetings agreed.	
1.19			There is a monthly publication of summaries of views of residents from feedback mechanisms (e.g. 10/10's, complaints etc.) on the website and reporting of views in regular newsletters to residents	1 - Identify responsibility for undertaking task. 2 - ensure that identified officer has appropriate training. 3 - include as part of task list for preparation of newsletters	1. Senior Managers 2. Senior Managers 3. TP Officer	Sept-10	19/07/2010 01/08/2010 26/07/2010	03/09/2010 10/09/2010 03/09/2010	25/08/2010 10/09/2010 03/09/2010	Completed Completed Completed	1 Member of staff, possibly from the new performance team	Web site for housing is being redeveloped	Performance data is published monthly to the web and quarterly in newsletter.	
1.20		Access and Customer Care - complaints	Analysis of complaints information regularly available to Residents with details of any changes implemented as a result of complaints and a range of opportunities to make comments and suggestions.	1. Agree report format and information to be included 2. Generate initial report and consult with tenants on format 3. Set up web page and navigation to receive report and provide feedback mechanism 4. Publish initial data and schedule quarterly refreshes.	1. Eric Sharpe and corporate input 2. Eric Sharpe and TP Officer 3. Housing staff and residents (data/style input) 4. Housing staff	Aug-10	19/07/2010 01/08/2010 16/08/2010 31/08/2010	31/07/2010 15/08/2010 30/08/2010 31/08/2010	31/07/2010 22/08/2010	Completed Completed Behind target - to be incorporated in web site for launch end of October 2010	1 Member of staff, possibly from the new performance team	Data should already be available so potential quick win simply by extracting and publishing and providing a feedback mechanism on the web page.	1 - Information published. 2 - resident feedback and comments on published data	Copy of complaints analysis spreadsheet. Web site once live.
1.21	Service standards are developed and can be implemented and monitored	Resident Involvement - Access, customer care and user focus	Service standards have been agreed with tenants and leaseholders and are widely publicised.	1. Arrange series of meetings with residents to consider and develop draft standards 2. Work with members and staff to review draft standards 3. Publicise draft standards to wider consultation audience 4. review feedback comments and revise as necessary 5. Formal agreement of standards and publication.	Arnold Phillips Associates, tenants, members and staff	Oct-10	01/05/2010	31/10/2010		1 & 2. Draft Service Standards have been completed	Mixed group of tenants, members & staff are now progressing this.	This work is being undertaken by Arnold Phillips Associates as part of a contract to review policies and procedures, develop service standards and publish documents. The contract commenced in late April 2010 and is scheduled for completion in October 2010	Service standards agreed by tenants, members and staff and are published.	Copies of service standards

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1.22			Agreed service standards are supported by a range and quality of information designed in partnership with tenants/leaseholders to help customers understand the services available.	1. Set up editorial panel to agree style and layout of documentation 2. Review and agree draft layouts for both printed and on-line information 3. arrange printing and publicise availability of documents 4. Revise web site to reflect information content	Arnold Phillips Associates, tenants, members and staff	Oct-10	01/05/2010	31/10/2010		On Target	Tenants have been involved with this as part of the Arnold Phillips project together with Members and staff	This work is being undertaken by Arnold Phillips Associates as part of a contract to review policies and procedures, develop service standards and publish documents. The contract commenced in late April 2010 and is scheduled for completion in October 2010	Service standards available to everyone for all aspects of housing in printed and electronic formats with mechanisms in place for ongoing comments to be captured and acted upon.	Copies of leaflets
1.23			Staff have up to date and accessible policies and procedures to enable them to deliver the agreed service standards efficiently and consistently.	1. Identify gaps in current policies and procedures 2. Review policies in line with agreed service standards 3. Develop or refine procedures to deliver the service standards 4. Agree format of procedures and method of access by staff. 5. Set out review process and timetable.	Arnold Phillips Associates, tenants, members and staff	Oct-10	01/08/2010 01/08/2010 01/08/2010 01/10/2010	31/10/2010 31/10/2010 31/08/2010 01/10/2010		1. Completed 2. In progress 3. In Progress 4. Completed 5. On Target	Mixed group of tenants, members and staff are progressing this.	This work is being undertaken by Arnold Phillips Associates as part of a contract to review policies and procedures, develop service standards and publish documents. The contract commenced in late April 2010 and is scheduled for completion in October 2010	All policies and procedures reviewed and listed. Staff have access to revised documents in an accessible format to assist them in their work. A review timetable has been put in place. All policies and procedures are capable of being regularly updated with minimal complexity.	
1.24	Identify issues around telephone access to the service and address any areas of underperformance identified (CHIP 1.2)	Access & Customer Care - Access to the service.	There is a better understanding of where there is underperformance and the capability/limitations of the telephone system	Obtain data on phone answering and identify any problems.	Shobhan Sen and management team	Sept-10	19/07/2010	10/09/2010	03/09/2010	Completed		Limited data is available due to the fact that two phone systems are in use in the organisations, only one of which allows for detailed call analysis including lost calls and voice messaging issues. Further work to be progressed as part of mystery shopping exercise to be implemented. This will provide definitive structured data on telephone issues which can then be used to deliver service improvements.	Data available with analysis	
1.25			An efficient telephone answering policy and process is in place	Revise current policy and process based on the outcomes from the data analysis	Shobhan Sen and management team (housing)	Sep-10	09/08/2010	10/09/2010		Behind target To be reviewed on completion of mystery shopping exercise - see comments		Policy cannot be changed without accurate data and this cannot now be obtained until mystery shopping undertaken (see 1.24). Date to be revised once shopping exercise is defined.	Report produced on changes	
1.26			Increased service user satisfaction with telephone access.	Design and implement appropriate service user satisfaction monitoring at start of project and continue through as changes are implemented	Management Team (Housing)	Sep-10	19/07/2010	24/09/2010		Behind target To be reviewed on completion of mystery shopping exercise		Policy cannot be changed without accurate data and this cannot now be obtained until mystery shopping undertaken (see 1.24). Date to be revised once shopping exercise is defined.	Service user satisfaction in place and outcomes published	
1.27	Ensuring that equality issues are adequately addressed by service improvements (CHIP 1.12 and 1.13)	Diversity - Corporate culture and governance	Strategic plans, policies and procedures have been subjected to equality impact assessments and there are mechanisms in place to address any actions required from those assessments.	1. Provide officer and tenant training in understanding and developing EIA's. 2. Identify gaps in current EIA assessments. 3. Develop implementation plan to carry out all required EIA's. 4. Carry out EIA's and monitor against the implementation plan.	1. Policy Officer and Team Leaders 2. Kevin Topping and Hilary Smart 3. Kevin Topping and Hilary Smart 4. Staff and tenant team members	November 2010 for items 1 to 3, June 2011 for item 4	24/09/2010 24/09/2010 30/10/2010 01/12/2010	29/10/2010 29/10/2010 30/11/2010 30/06/2011		On target On Target		Equality impact training programme agreed with Gallant who are working across the Council on this issue.	EIA's available and published. EIA's undertaken automatically as part of any service review	Copy of Gallant training proposal. Team Leader's meeting notes of 29/09/2010 to discuss proposal.
1.28			An equality action plan for the service is in place which has been developed in cooperation with service users	Develop a service based Equality action plan following the gap analysis in action point 1.27.	Policy Officer and Team Leaders with tenant representation.	Mar-11							Action plan has been developed and is being implemented	
1.29	Leaseholders are actively engaged	Resident Involvement - Access, customer care and user focus	Leaseholders are consulted over all issues that affect their lease, are offered a range of ways to become involved in shaping service improvements and are encouraged to play an active part.	1. Identify gaps in leaseholder information at present. 2. Write to all leaseholders requesting views on how they would like to be consulted. 3. Agree and set up a leaseholder panel for future consultation if there is support for it.	Eric Sharpe TP and other staff, Resident Involvement Co-ordinator	Dec-10	20/08/2010 20/08/2010 01/09/2010	15/09/2010 27/08/2010 31/12/2010	15/09/2010 27/08/2010	Completed Completed On Target		Linked to item 2.13 in HOME actions to produce leaseholder information pack	Future consultation framework for leaseholders agreed and implemented	Copy of Leaseholder survey form. Copy of analysis from leaseholder survey. Copy of leaseholder follow up letter.

Service Improvement Plan for Housing 2010/12 - HOME

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2.1	Provision of a repairs service which achieves the highest standards of quality, safety and customer satisfaction	Stock Investment and Asset Management - Responsive Repairs	Heating systems are serviced in accordance with the Council's legal obligations to ensure the safety and wellbeing of tenants.	1. Heating system servicing schedule is set up. 2. Performance monitoring is in place and reports published. 3. A range of methods for obtaining access to properties are in place and are reported upon regularly.	Adrian Jacques with Suzanne Saunders in support	Aug-10	01/04/2009 01/04/2010 01/04/2010	31/08/2010 31/08/2010 31/08/2010	31/04/09 31/04/10 31/08/10	Completed		Work has been ongoing since 2009 to improve the gas service programme, performance publishing will be included in launch of new website for housing in Sept-Oct	1. Not more than 3 properties are awaiting a certificate in any one week. 2. No legal action has to be taken against any tenant to obtain access. 3. reports are published monthly.	Excelsis PMF output data as reported to Housing Management Forum and Performance, Overview & Scrutiny Committee.
2.2			Repairs are carried out within agreed timescales with a high proportion completed at first visit	1. Incorporate requirements in repairs contract 2. Establish monitoring and reporting mechanisms	Dave Stables	Oct-10	01/04/2010 04/10/2010	31/10/2010 31/10/2010	04/10/2010	Completed On Target		The new repairs contract starts on 1 October 2010 and performance will be monitored and reported on via the PMS (Excelsis). Repairs contract commenced on time but with very short lead in. Performance information will be robust after initial 3/4 week "bed in" period for the contractor.	1. Monitoring report available within 2 months of the start of the new repairs contract. 2. 85% of repairs completed at first visit within 3 months of the start of the new repairs contract.	Repairs Contract Documents and Excelsis PMF output data as reported to Housing Management Forum and Performance, Overview & Scrutiny Committee.
2.3			Tenants have a range of options for reporting repairs	1. Identify options for reporting these are relevant and useful. 2. Check with residents that these are relevant and useful. 3. Investigate alternative options and report.	Helen Coughlan and Tara Wheeler	Sep-10	01/08/2010 01/10/2010 01/10/2010	30/09/2010 31/10/2010 31/10/2010	30/09/2010	Completed On Target On Target		Minor delay in getting tenant participation on options. Tasks to be completed by the end of October. The work with tenants needs to focus on usage of options .	More than one method for reporting a repair is available.	Currently 10 options listed on website.
2.4			Tenants are offered an appointment convenient to them for a repair and are given a reminder the day before the appointment date (or a Friday if a Monday appointment).	1. Incorporate requirements in repairs contract 2. Establish monitoring and reporting mechanisms 3. Establish tenant compensation scheme for broken or missed appointments.	Dave Stables	Oct-10	01/02/2010 01/10/10 01/10/10	31/08/2010 08/10/10 31/10/10	01/08/2010	Completed On Target On Target		New repairs contract is due to start on 1 Oct 2010	1. Achieved 100% appointments for all non emergency repairs. 2. All appointments receive a reminder the day before. 3. No tenant has to be compensated for a missed or broken appointment.	Repairs Contract Documents.
2.5			Tenants are able to view progress of a repair order using the internet.	1. Investigate tenant requirement for this service. 2. If requirement established, determine methodology for implementation as a separate action point.	Dave Stables	Nov-10	01/09/2010 01/11/2010	31/10/2010 30/11/2010		On Target On target		Tenant requirements being sought as part of the consultation on item 2.3.	Service available on the internet.	
2.6			Contractors working on the Council's behalf comply with an agreed code of conduct	1. Code of conduct drafted in consultation with tenants and contractors. 2. Requirement to abide by the code is embedded in the contract. 3. Breaches of the code are monitored and reported upon.	Dave Stables	Oct-10	01/08/2010 01/08/2010 15/10/2010	15/10/2010 15/10/2010	11/10/2010 04/10/2010	Completed Completed Ongoing		Arnold Phillips are working on the code of conduct. When the new contract starts on 1 Oct 2010 a change control process will be used to change the code of conduct contained within the contract to that which has been fully consulted on	There are no complaints received about the conduct of any contractor.	
2.7	Ensure that the homes we let are of a good standard and where people want to live	Stock Investment and Asset Management - Void Repairs	All homes when relet will meet the Council's agreed lettable standard.	1. Agree a lettable standard document with tenants 2. Provide clear definitions of standards for inspecting staff. 3. Pilot the new standard for a period of three months and obtain new tenant feedback on satisfaction. 4. Review the standard and republish.	Phil Leighton	Oct-10	01/03/2010 01/05/2010 01/06/2010 01/09/2010	31/03/2010 30/05/2010 01/09/2010 31/10/2010	31/03/10 30/05/10 Sep-10	Completed Completed Completed Behind target see comments		Draft standard already in place @ July 2010 and is being reviewed by tenants taking into account comments from new tenants. Review to be undertaken by void management working group, timescale slipped due to unavoidable delays in filling key post as part of the restructure. Review will now be completed by the end of November, 1 month behind target.	1. Lettable standard available to view as part of the advert for new properties. 2. Lettable standard issued to prospective tenants when offered properties. 3. 100% of new tenants are completely satisfied with the standards of their new home	Lettable standard and revised service standard for void properties.

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2.8			New tenants are provided with all relevant information about their new home and are given a useful welcome pack of household items.	1. Tenant information pack developed and trialled for 3 months. 2. New tenant views sought on what they find to be essential information for a sign up. 3. Welcome pack trialled for 3 months and tenant views on its usefulness sought 4. Review information pack and welcome pack and modify and re trial.	Angela Dady, Keren Manning, Sarah Rousell	Oct-10	01/07/2010 01/09/2010 01/11/2010 01/02/2011	01/10/2010 31/10/2010 31/01/2011 01/03/2011		Behind Target On target 3. and 4. Later than anticipated but revised target will be achieved.		Development of the information pack delayed due to staff resources. A sponsor for providing the welcome pack has been found but is taking longer than envisaged to put in place. Now scheduled to begin on 01/11/2010. Overall timescale for reviewing the sign up information and welcome pack slipped back to January 2011 to ensure meaningful information is available..	1. Tenant information pack is available. 2. Sign up process reflects what is important to tenants to know as well as what is important for the Council to tell them. 3. 100% of new tenants are completely satisfied with the information given to them at sign up. 4. More than 90% of new tenants find the welcome pack useful.	Information pack. Specification for welcome pack.
2.9			Information on room sizes and layouts is available to applicants bidding for the empty property.	1. Void inspection form modified to include main room sizes and/or layout sketch 2. Information made available on CBL site either a part of advert or as ancillary information. 3. Tenant feedback sought on usefulness of information. 4. check if provision of information reduces refusals on grounds that property was too small.	Rachel Pugh and Chris Vowles	Sep-10	15/08/2010 05/09/2010 30/09/2010 30/09/2010	30/09/2010 30/09/2010 31/12/2010 31/12/2010	05/09/2010	Completed Behind Target see comments On target On Target	Equipment for measuring rooms has been purchased.	Sue Leighton Boyce is being consulted regarding how additional information can be attached to CBL. Technical issues around including in advert being resolved but has led to a slight delay in completing point 2. Now anticipated to be available by end of October with monitoring of impact in November and December 2010.	1. Room size information is available to applicants bidding for void properties. 2. No refusals of offers on the grounds that the property is too small.	Void Inspection Form. Screen grab of sample web advert.
2.10			Reasons why applicants refuse offers of property are analysed and the information used to improve service delivery and standards.	1. Produce report on refusals to voids team every quarter. 2. Set up joint meeting with Housing Options team to review refusals. 3. Report to Members/tenants on reasons for refusals and any changes implemented as a result of analysis.	Void Manager and CBL team, Hilary Smart	Sep-10	01/08/2010 02/11/2010	30/09/2010 02/11/2010	07/09/10 07/09/10	Completed Completed On Target	The members of VMWG include Hsg Options. Housing Management and the Empty Homes team.	Sue Leighton Boyce to produce refusal information monthly to VMWG. VMWG to review refusals To be repored to HMF at meeting on 2nd November 2010 then at future HMFs.	1. Refusal rate is reduced within one year to less than 5% of offers made.	Report to VMWG. Report to HMF.
2.11			New tenant views on the service they have received are sought and used to improve service delivery.	1. Design 10/10 satisfaction form 2. Implement 3. Analyse and publish feedback	Eric Sharpe and Voids Manager	Jul-10	15/06/2010	30/06/2010	30/06/2010	Completed and monitoring commenced at beginning of July 2010		Completed and in Place for survey to commence first week in July 2010	1. New tenant satisfaction published as part of standard performance measures. 2. New tenant satisfaction levels at not less than 90% within 6 months of monitoring commencing.	copy of 10/10 form
2.12	Information and repairs for leaseholders	Stock Investment and Asset Management - Responsive repairs and capital improvement, planned and cyclical maintenance and major repair works	Leaseholders are fully consulted in accordance with legal requirements for any repair or improvement works carried out to their block of flats.	1. set up a training programme for all staff involved with repairs and improvements work to ensure that they are aware of the legal requirements for consultation. 2. Review all notices to ensure compliance with the legislation. 3. Provide documentation with all schemes requiring consultation to evidence that legal requirements have been complied with.	Hannah Mawson, Fiona Turner, Sally Marshfield, Phil Jupp	Sep-10	26/08/2010 26/08/2010 30/09/2010	30/09/2010 30/09/2010 Ongoing		Behind Target see comments On Target On target		Sally is investigating training options for staff. Not all staff are yet in post so training delayed until later in the year to enable cost effective training to be undertaken. Existing contract Officers have been refreshed on legal requirements to ensure current compliance with the Act. Eric has requested a suite of information on leasehold management from a London Authority. When received this will be reviewed along with Notices and procedures written by SDC legal team. Phil Jupp will specifically look at action 3.	1. Notices fully satisfy the legislative requirements. 2. Consultation is carried out (and documented) for all qualifying works programmes.	

Ref	Issue to be Addressed	Kloe(s) Addressed	Improvement Outcomes (what we expect from the changes)	Actions Required	Lead Officer	For Completion By	Start date	End Date	Actual End Date for Action	Progress	Resources	Comments	Measures of Success	Evidence Base
2.13			Leaseholders are provided with an information pack which explains their rights and responsibilities	1. Research best practice examples 2. Set up review team with leaseholders. 3. Draft information pack and issue to all leaseholders for comment. 4. Revise information from feedback and arrange printing/issue of final documents to all leaseholders. 5. Ensure that procedure for leaseholders includes sending of information pack to new leaseholder when the lease changes hands.	Hannah Mawson, Fiona Turner, Sally Marshfield, Ben Smith	Dec-10	01/08/2010 30/09/2010 31/10/2010 30/11/2010 01/10/2010	31/12/2010 31/10/2010 30/11/2010 31/12/2010 31/12/2010		On Target On target On Target On Target On Target		Arnold Phillips are working on producing draft information for leaseholders but consultation will be conducted in-house. The leaseholder survey has identified leaseholders that wish to be part of a formal consultation process and these have now been approached to consider setting up a leaseholder forum to address this and other leaseholder issues.	1. Information pack has been agreed with leaseholders and has been issued. 2. Change of leaseholder procedure includes distribution of information pack to the new leaseholder.	
2.14	Improve the delivery of aids and adaptations to service users	Stock Investment and Asset Management - Aids and Adaptations	Ensure that work commences within 6 weeks of referral for Urgent works and 10 weeks for non-urgent.	1. Set up spreadsheet to record and monitor applications. 2. Incorporate performance information in standard performance reporting regime.	Hannah Mawson, Nick Lacey, safia Byford	Sep-10	30/06/2010 01/09/2010	01/09/10 30/09/10	30/07/2010	Completed See comments		A spreadsheet has been set up of all applications for disabled adaptations. This can be used to monitor the progress and completion of adaptations. Performance data to be part of the information presented through the revised web site going live early November 2010.	1. 100% of requests are dealt with in the required timescales	
2.15			Achieve a minimum 90% satisfaction rating on a range of measures including access to the service, speed of dealing with the request, speed of works and communication of approval/progress.	1. Develop customer service feedback form. 2. Implement completion of form for all adaptations undertaken. 3. Ensure that satisfaction with minor adaptations as well as larger works is included in the monitoring process.	Hannah Mawson, Nick Lacey, Sarah-Jane Mertens	Sep-10	30/08/2010 15/09/2010 15/09/2010	08/09/2010 15/09/2010 30/09/2010	08/09/2010	Completed but see comments See comments See Comments		Questionnaire developed but now being revised as a 10/10 monitoring service to be introduced at the end of October 2010. Satisfaction information to be included in new web site going live early November 2010.	Satisfaction rating exceeds 90%	
2.16			Ensure maximum usage of all funding streams to ensure that demand can be satisfied.	1. Identify all sources of funding for adaptations works. 2. Ensure that there are effective communications between different budget holders 3. Develop protocols with other budget holders to ensure that adaptations are funded in the most cost effective way which delivers a good quality service.	Hannah Mawson, Nick Lacey and Moses Nyonyintono	Dec-10	30/08/2010 30/08/2010 30/09/2010	15/09/2010 30/09/2010 31/12/2010	15/09/2010	All Completed - see comments		There are effective working arrangements between the agencies involved in delivering all forms of adaptation and no requests from tenants are held for lack of funds.	There is no waiting list of adaptation requests awaiting funding.	
2.17			All adaptation works, including minor works such as handrails, are captured and reported on as part of the measurement of performance.	Develop a means of identifying minor works and produce a monthly summary report of volume and costs.	Hilary Smart and Nick Lacey	Sep-10	08/08/2010	15/09/2010	15/09/2010	Completed		A means of identifying adaptation works has been identified. A report will now be set up by Nick and Hilary. Reporting to be by posting information quarterly to the web site.	Report produced as part of performance monitoring.	Copy of quarterly report
2.18			Adaptations are included in void property descriptions to attract potential tenants who can best take advantage and avoid reinstatement works.	1. - capture adaptations information on void inspection form/pre-inspection. 2. Identify options for including in advert and/or web site data. 3. Include as part of task list for preparation of property adverts as part of CBL.	Phil Leighton, Chris Vowles, Rachel Pugh	Sep-10	15/08/2010 15/08/2010 15/08/2010	 30/09/2010 30/09/2010	20/08/2010	Completed Behind Target see comments Behind Target see comments		Their inspection sheet has been designed and is being used by the new Empty Homes team. Rachel is liaising with CBL team to establish options for adverts. Slight delay in adding information to CBL system but should be completed now by end of October 2010.	1. There are no refusals of property related to the presence of adaptations.	Copy of void inspection form.

Service Improvement Plan for Housing 2010/12 - Tenancy

Ref	Issue to be Addressed	Kloe(s) Addressed	Improvement Outcomes (what we expect from the changes)	Actions Required	Lead Officer	For Completion By	Start date	Target End Date	Actual End Date for Action	Progress	Resources	Comments	Measures of Success	Evidence Base
3.1	Empty properties turnaround times need to be improved.		Empty properties are relet within target timescales agreed by the Council and it's tenants.	1. Implement pre-termination inspections 2. Enforce notice periods 3. Arrange repairs promptly 4. Analyse refusals and act on outcomes 5. Review letting policies towards difficult to let dwellings.	Phil Leighton	Oct-10	01/04/2009 01/09/2010	01/10/2010 30/09/2010	30/09/2010			Pre -termination inspections are now happening but there needs to be greater focus on void turnaround which will now be driven by the new post of Empty Homes Manager. Issues around difficult to let dwellings are being consulted on with tenants as part of the local offer contained within the Annual report.	Void turnaround times are below target	Copy of pre-termination letter
3.2	Ensuring that the property is occupied by the tenant to whom it was originally let	Tenancy and Estate Management - Tenancy Management	There will be a record of the last physical contact with the tenant which can be linked to a standard evidence set to determine that they are the legal occupier	1. Set up a schedule of visits as part of the estate officer's monthly workload to ensure all tenants visited at least once every two years. 2. Set up a method of recording when the last visit was carried out. 3. Ensure that the visit captures missing profile data.	Kevin Pring and Joel Darley, Lesley Hunt	Oct-10						1. Need database extension from Nikki's introductory tenancy visit spreadsheet. Involve PH Jones through their gas safety checks. Involve stock condition surveyor (visits 20% of homes per year). Need input from Lesley to set something up on Northgate to remind HO's which properties to visit when. Could involve other officers.	There are records of visits taking place	
3.3			Physical contact is made with those tenants who have not engaged with the Council in any way over a given timescale.	1. Develop report to identify all tenants who have not had a contact (other than payment of rent either through DD or remotely) within a 6 month period. 2. Set up procedure for carrying out spot checks (including out of hours calls where required) to tenants on the report within a four week period. 3. Develop procedure to take action against non resident tenants.	Kevin Pring, Joel Darley, Lesley Hunt and Angie Spooner	Oct-10						The development of the report could present some problems depending on the capability of the current IT system. If this proves to be easier than envisaged, the target date could come forward to September 2010 1. Need database extension from Nikki's introductory tenancy visit spreadsheet. Involve PH Jones through their gas safety checks. Involve stock condition surveyor (visits 20% of homes per year)	There are records of visits taking place	
3.4	Ensuring that occupation of the existing stock is maximised	Tenancy and Estate Management - Tenancy Management	All tenants who are under or over occupied have been made aware of the opportunities for transfer.	1. Identify areas of highest demand related to property size requirements. 2. Identify tenants already registered for transfer. 3. Circulate information on transfers to other tenants in the area occupying the type of property in demand. 4. capture information on family sizes as part of standard tenant visits targeting high demand areas.	Kevin Pring and Joel Darley, Sue Leighton-Boyce	Dec-10	15/10/2010 15/10/2010 15/10/2010 15/10/2010	01/12/2010 01/12/2010 01/12/2010 01/12/2010	On Target On Target On Target On Target			Homeseeker holds this information	There is an increase in transfers out of properties which are in demand from the waiting list	
3.5			Mutual Exchanges are actively promoted as a means of alleviating housing problems.	1. Produce clear and informative literature on exchange scheme. 2. Ensure information is available in local outlets and on the internet. 3. Train staff to think about exchanges as an option for resolving tenant disputes.	Kevin Pring and Joel Darley	Dec-10		15/10/2010	Completed			SDC are signed up to national Homeswapper and have good literature from them. Place on internet and run promotion in Keynotes using their flyer. E-mail all staff to raise awareness, ensure leaflets available in reception and estate offices	There is at least a 20% increase in the number of mutual exchanges	Copy of literature.
3.6			Flexible Incentives are available for tenants willing to move to release the types of property in highest demand at any point in time	1. Research existing schemes elsewhere in the country 2. Consult with tenants about what they would consider a good incentive to move. 3. Prepare report (with associated costings for developing the service) and submit to Council . 4.If approved, create budget provision and implement service (with appropriate publicity) and set target for take up.	Kevin Topping and Hilary Smart	Dec-10	06/09/2010	19/12/2010				An incentive scheme currently exists but there is low take-up and promotion. Request to Housemark to see what other landlords are providing and how the process, application and administration is carried out - request and feedback in evidence file.	A new incentive scheme is in place and the set target is achieved.	
3.7	Ensuring financial inclusion for tenants	Housing Income Management	Benefit take-up campaigns are regularly run in partnership with Housing benefits service and voluntary organisations	1. Identify process for regularly reviewing which areas might be most usefully targeted. 2. Identify alternative sources of information to be used to inform the campaign (e.g. MAIDEN, monitoring local business closures etc.)	Kevin Pring and Joel Darley, Financial Inclusion Officer	September 2010 then ongoing	04/10/2010 04/10/2010	30/11/2010 30/11/2010		Behind target see comments		Financial Inclusion Officer has been appointed from 4th October and will now be progressing this strategy as part of their role. The delay in filling this post has led to this action being behind target.	Reducing levels of arrears and increased collection rate	

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3.8			Tenants are provided with comprehensive advice and financial planning assistance	1. Identify staff training needs. 2. Develop and implement training programme for housing management staff. 3. Review information documents with tenants for relevance and ease of understanding 4. Ensure that information is available in a wide range of places including the internet and local facilities.	Kevin Pring and Joel Darley, Financial Inclusion Officer	September 2010 then ongoing	01/09/2010 23/08/2010 01/10/2010 04/10/2010	04/10/2010 04/10/2010 31/03/2011 30/11/2010	04/10/2010 04/10/2010	Completed Completed			Reducing levels of arrears and increased collection rate	
3.9			Tenants who are unemployed are signposted for advice and assistance in trying to obtain employment.	1. Establish which organisations are involved in providing advice and support for unemployed people. 2. Identify any options for providing information and/or facilities to help organisations reach our tenants. 3. Provide information leaflets on employment opportunities and assistance when engaging with tenants with financial difficulties.	Kevin Topping , Financial Inclusion Officer	October 2010 then ongoing	15/09/2010	22/10/2010			Ongoing		Decreasing numbers of tenants making full HB claims. Information leaflets being distributed with correspondence.	
3.10	Provision of an effective rent and service charge collection service	Housing Income Management	There is an income management strategy in place which ensures a strong approach to all aspect of income management	1. Develop draft strategy 2. consult with tenants and leaseholders 3. review and finalise strategy 4. Publish and monitor 5. review annually.	Kevin Topping and Hilary Smart, Sally Marshfield, Fiona Turner	Mar-11	25/10/2010	31/03/2011			Revised Annually		Income management strategy in place	
3.11			Tenants and leaseholders are provided with clear information on the rent and service charges they have to pay	1. Consult with tenants and leaseholders to determine needs. 2. design information output 3.Implement.	Kevin Pring and Joel Darley and TP officer	Oct-10							Information produced and published	
3.12			Tenants and leaseholders are able to access their account information through the internet	1. Find out what information tenants would want to see. 2. Determine technical and/or security issues around access.	Lesley Hunt and TP officer	Dec-10							Accounts accessible through the internet	
3.13			Where tenants are in arrears, any correspondence will be written in plain English and standard letters will have been scrutinised with tenants before introduction.	1. Set up tenant review panel (this could be a panel to review all communications, not just arrears). 2. Obtain samples of good practice from other organisations 3. Draft new documents and circulate to broader audience. 4. Review responses and modify documents as needed. 5. Implement new documents. 6. Test effectiveness after three months by surveying recipients.	Kevin Pring and Joel Darley and TP officer	October 2010 then ongoing	01/10/2010 01/10/2010 01/10/2010 01/10/2010	01/10/2010	Completed			Tenancy management Focus Group to act as review panel	Higher levels of contact with tenants in arrears and reducing levels of arrears with fewer evictions	
3.14			Tenants will be provided with regular rent statements	1. Set up programme for delivering quarterly rent statements. 2. Identify who will be responsible for issuing statements	Lesley Hunt	Dec-10							Quarterly statements are produced	
3.15			Tenants will be provided with a rent statement within 24 hours of requesting one.	1. Ensure that all relevant staff have system access to allow them to print statements. 2. Ensure that the standard is written into the procedure.	Lesley Hunt	Aug-10	19/07/2010	26/07/2010	23/07/2010	Completed			Statements can be provided on request within the timescale.	

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3.16	Tenants are aware of their rights and responsibilities		Tenants and leaseholders are provided with a handbook which specifies in plain language their responsibilities and the service standards they can expect to receive from the Council as landlord. The handbook will include information about repairs.	1. Determine what information is currently compiled and available and identify any gaps. 2. Work with tenants to compile information required to fill the gaps 3. agree with tenants a format and style of presentation for the material. 4. Compile a draft document and trial with new tenants and a selection of existing tenants. 5. Revise in light of feedback. 6. Produce final version and distribute.	Kevin Pring and Joel Darley	Dec-10							Handbooks produced for tenants and leaseholders.	
3.17	Tenancy issues being resolved in a timely manner.		Tenancy queries (including successions etc.) are responded to within 3 working days and resolved within 15 working days of receiving any relevant documentation.	1. Establish and implement procedure including monitoring.	Kevin Pring and Joel Darley	Aug-10	01/08/2010	31/08/2010	31/08/2010	Completed		Queries resolved within 10 days, evidence monitoring through post monitoring	Targets are being met	Post Monitoring

Service Improvement Plan for Housing 2010/12 - Neighbourhood and Community

Ref	Issue to be Addressed	Kloe(s) Addressed	Improvement Outcomes (what we expect from the changes)	Actions Required	Lead Officer	For Completion By	Start date	Target End Date	Actual End Date for Action	Progress	Resources	Comments	Measures of Success	Evidence Base
4.1	Dealing with anti-social behaviour	Tenancy and Estate Management	ASB policy has been agreed with tenants and leaseholders and robust procedures are in place and well publicised	1. ASB policy reviewed against current proposed service standards. 2. Changes to existing policy agreed with tenants and leaseholders. 3. Procedures reviewed and modified to reflect the requirements of the policy. 4. Policy publicised	Ian Mallinson	Sep-10	31/01/2010	30/09/2010		On Target		A new anti social behaviour policy has been developed pulling in current best practice from neighbouring organisations. The policy includes Tenant Services co-related responses to Domestic Abuse and Hate crime. Following internal and external consultation (recorded within the associated EIA - in evidence file) this policy was the subject of the Arnold Phillips Consultancy process on policy standardisation (16 Sep 10) and has been scrutinised by a panel of officers, tenant representatives, councillors and consultants. The revised policy will go forward to HMF in Nov 2010 and before Council for formal adoption in Dec 2010.	Policy/procedure established and publicised.	
4.2			Tenant complaints of anti social behaviour are responded to in a timely manner by appropriately trained staff working in partnership with other agencies.	1. Carry out staff training audit and identify requirements. 2. Design and implement training programme. 3. Agree performance standards for publication and implement.	Ian Mallinson	Sep-10	01/09/2010	30/09/2010		On Target		Staff training audit Sep 2010. In-house training on ASB policy being developed for rollout Nov/Dec 2010. Further external training may be considered. Performance in dealing with low and high level ASB cases is being monitored monthly. Amendments to bespoke system to allow easy recording of low level cases, training to be given via team meeting Oct 2010.	Training plan developed and in place. Performance monitoring in place and performance is published.	
4.3			Partnerships are in place with other agencies to tackle anti-social behaviour and there are protocols established for information sharing and action taking.	1. Identify partners and establish individual contacts to provide input to review process. 2. Prepare draft protocols for information sharing and action and consult on content with tenants and leaseholders. 3. Finalise protocols and ensure they are included in procedures.	Ian Mallinson	December 2010 for items 1 and 2 April 2011 for item 3				On Target		Tenant Services through its partnership with statutory and non-statutory agencies is signed up to a county wide information sharing protocol (in evidence file) with the Police as a requisite of the crime and Disorder Act. A protocol exists for the purpose signed by the Chief Executive and the Chief Constable of Gloucestershire Constabulary along with Chief Executives of Housing Associations operating within the county. Tenant Services manages a multi-agency meeting under the umbrella of the Safer Estates Steering group upon which all housing associations operating within the Stroud District have representation. Meetings are held bi-monthly attended by the Police ASB officer with representation from each of the 3 local policing areas to facilitate joint identification and action on local crime and disorder issues.	Protocols have been established and published.	
4.4			A clear policy and procedure is established for dealing with incidents of domestic violence and staff have received training in dealing with this issue.	1. DV policy reviewed against current proposed service standards. 2. Changes to existing policy agreed with tenants and leaseholders. 3. Procedures reviewed and modified to reflect the requirements of the policy. 4. Policy publicised 5. Carry out staff training audit and identify requirements. 6. Design and implement training programme.	Ian Mallinson and Kevin Topping	September 2010 for item 1 October 2010 for items 2 to 4 December 2010 for items 5 and 6	06/09/10 06/09/10 06/09/10 06/09/10 06/09/10	17/09/10 29/10/10 17/09/10 22/10/10 10/12/10 10/12/10		On target	Annually Revised	The new ASB policy includes Domestic Abuse in its information. It has been reviewed and amended by Arnold Phillips under policy standardisation and went before a panel of tenants, councillors and officers on 16 September. Thereafter the same intention for submission before HMF and Council is anticipated. Training needs are being identified in the same way as 4.2	Policy/procedure established and publicised. Training plan developed and in place	

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4.5	Graffiti related issues	Tenancy and Estate Management	A range of options are available to report and capture incidents of graffiti and accurate information on graffiti by area is published on the internet and through other resident notification mechanisms (e.g. KeyNotes)	1. Establish how the information will be collected and arrange for any information gaps to be rectified. 2. Agree the format for published data. 3. Provide mechanisms to capture resident feedback on graffiti issues.	Joel Darley and Ian Mallinson	Sep-10	01/08/2010	30/09/2010	27/09/2010	Completed	1. Obtain information from Community Safety and the police. 3. Capture resident feedback via STATUS survey , what about 10-10s?	A 'report it online' service exists on the Council website for graffiti. Where the issue relates to Tenant Services property or land a budget is held by the Safer Estates officer for response. Reports are responded to through a contracted service provider and are acted upon within 1 working day for offensive graffiti and 3 working days for non-offensive graffiti. Details of all such responses are held on a database by the Safer estates officer. The Council's Neighbourhood Warden service possess equipment to remove minor graffiti found on road signs, street furniture and playground equipment. A record of these actions is retained within Community Safety. A process to capture feedback/satisfaction of complainants is presently being investigated in conjunction with the service providers, Nov 10.	Information is published in an accessible format	Details contained in email of work undertaken.
4.6			Community led initiatives are in place to deter people from defacing property significantly reducing incidents of graffiti on Council estates	1. Research any community projects carried out elsewhere in the country. 2. Establish a model approach to be adopted in Stroud. 3. Identify an area in which to develop a pilot scheme. 3. Establish pilot and monitor and refine. 4. Report after 3 months to establish impact of the pilot. 5. If successful, roll out to other areas agreed with residents and supported as being required by statistical evidence.	Kevin Pring and Joel Darley, Ian Mallinson	Mar-11						1. Use Housemark to research 2. Include PiYN events in model 3. World Jungle at Highfieldsrecently completed, pilot in Forest Green?	Recorded levels of graffiti reduced as a direct result of initiatives implemented	
4.7	Estate cleanliness and environment	Tenancy and Estate Management	Estate inspections are regularly carried out jointly with tenants and leaseholders and feedback is given on the issues raised.	1. Establish schedule of visits and publicise. 2. Design inspection form to record issues and provide for the visiting officer to record details of ongoing actions. 3. Ensure that residents get feedback on issues raised. 4. Publish the outcomes of inspections. 5. Investigate feasibility of officers using hand held equipment to access information whilst on site.	Kevin Pring and Joel Darley	September 2010 for items 1 to 4 December 2010 for item 5	01/09/2010	30/09/2010	30/09/2010	Completed	2. Form already exists, review 3. Use similar format to annual management walkabout forms 4. Noticeboards and internet?	Visits are scheduled and taking place with records kept and evidence of feedback to tenants	Programme of estate inspections established. Feedback sheet designed. Measure of Success 48% of Priority One (monthly) estate inspections carried out in Sep with Ten/Res involvement.	
4.8			Residents are aware of the standards to which estates are to be maintained and have a quick method of reporting any issues.	1. Standards are issued to local tenant representatives and are published on the internet and on any local noticeboards. 2. Agree and implement a single point of contact for complaints to be received.	Kevin Pring and Joel Darley	Sep-10					1. Include standards in sign-up packs Staff advised of schedules and instructed to provide handouts to tenant reps (evidence in file) 2. Business Support Team and then to be dealt with by HO	Standards are published and contact point set up		
4.9			Resident satisfaction with their estate and environment is measured and reported upon.	1. Establish with tenants the criteria and frequency of measuring and reporting. 2. design data capture medium and implement monitoring and reporting.	Kevin Pring and Joel Darley	Sep-10					1. As 4.7 use report forms from manager walkabouts to be returned monthly by resident.	Tenant satisfaction levels with their estate environment are above 95%		

Service Improvement Plan for Housing 2010/12 - Value for Money

Ref	Issue to be Addressed	Kloe(s) Addressed	Improvement Outcomes (what we expect from the changes)	Actions Required	Lead Officer	For Completion By	Start date	Target End Date	Actual End Date for Action	Progress	Resources	Comments	Measures of Success	Evidence Base
5.1	Lack of information on service costs	Value for Money - How do the organisation's costs compare to others	Service costs are reported upon regularly, including comparisons with other organisations	1. Research what benchmarking is available for service costs. 2. Identify what needs to be measured, the frequency and benchmark comparitors. 3. Identify who will be responsible for collating the data and reporting.	Lesley Hunt and performance team	Dec-10							Service costs are benchmarked and are in the upper quartile.	
5.2			Corporate recharges are effectively monitored and compared with alternative sources for the services delivered	1. Identify corporate recharges in existing budget and link to service specification and/or methodology for determining what they are set at. 2. Agree with Members and tenants how often the charges are to be reviewed.	Unit managers and performance team with Finance	Dec-10							Corporate recharges reflect the actual service delivered and are less than or comparable to cost of services procured externally.	
5.3	Cost management and efficiencies	Value for Money - How is value for money managed	Financial management systems are in place to allow identification of over/under spend situations.	1. Identify clearly what information needs to be updated and the update cycle. 2. Implement monitoring reports and arrange regular review meetings	Unit managers and Finance	Sep-10	01/07/2010	27/08/2010	27/08/2010	Completed	Ongoing Monthly	Some action already taking place. Meeting arrangements need to be formalised.	There is no significant over or underspend of budgets at the end of the financial year	
5.4	Lack of clear strategy for Value for Money	Value for Money - How is value for money managed	VFM strategy available for a minimum 3 year period with identified review dates and which has been developed with tenants	1. Research best practice 2. Draft initial report 3. Consultation with tenants and members 3. Revise and finalise report 4. Publish and set up annual review	Unit managers, Performance team and Finance	Dec-10							VFM strategy in place	
5.5			Procurement strategy which reflects modern procurement principles	1. Research best practice 2. Draft initial report 3. Consultation with tenants and members 4. Revise and finalise report 5. Publish and set up annual review	Hilary Smart and Finance	Dec-10							Procurement Strategy in place	
5.6			Procurement framework in place which fully involves customers	1. Research best practice 2. Consultation with tenants and members on when and how they are to be involved 4. Specify procedure and ensure staff are implementing it 5. Publish and set up annual review	Hilary Smart and Finance	Oct-10							All major procurements involve tenants from the start and they are able to influence specifications and contractor selection.	
5.7			Tenants are involved in budget setting and review to address tenant priorities alongside landlord requirements.	1. Publicise budgets and clearly identify those areas where tenant input is relevant with a direct bearing on services delivered to them. 2. Determine a consultation programme with tenants to ensure that they are involved at the start of the process.	Unit Managers and Finance	Nov-10							Budgets reflect tenant priorities	
5.8	Reception staff are not able to provide direct assistance to callers		Tenants who come to the Council's offices can have their query resolved without having to wait to see a member of the Housing Team	1. Identify the reasons why tenants visit the office and assess volume of enquiries 2. Develop information material for reception staff to allow them to respond to the most common queries 3. Ensure that callers can access information material or use the internet services to "self serve".	Shobhan Sen, Kevin Pring, Joel Darley, Dave Stables	Nov-10	01/09/2010	14/09/2010				Make more use of Customer Services Team as per the rest of SDC Access to Northgate (and appropriate training) to be arranged Access to Gloucestershire Homeseeker to be arranged Crib sheet of common low level calls and how to deal with them provided to customer services (copy of minutes in evidence file)	1. The number of tenants being referred to a member of the housing team has reduced by at least 25 % by April 2011 2. Tenant satisfaction with reception service is greater than 95% by April 2011	

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5.9	Housing and finance systems can interchange information to ensure accurate budget management		The Council's Agresso system is updated automatically with data from the Housing Northgate system to reflect up to date spend and commitment	<ol style="list-style-type: none"> 1. Implement Planned maintenance module for Northgate system. 2. Implement interface between Northgate and Agresso 3. Report on project completion to POSC 	Lesley Hunt	<p>October 2010 for item 1</p> <p>December 2010 for item 2 and 3</p>	01/07/2010	31/10/2010		All on target		Agreed in June 2010 to purchase Planned maintenance module. Preparations for implementation have begun and implementation is anticipated to be completed by October 2010. It is hoped to bring forward the implementation of the interface to coincide with the completion of the planned maintenance module but this will be in part dependent upon the resources available from Northgate and within housing and finance.	Data is being transferred between Northgate and Agresso and Agresso reflects an accurate position relating to spend and commitment for housing repairs revenue spend and housing capital monitoring and alloee issues to be identified early.	