

Norwich City Council

SCRUTINY COMMITTEE

REPORT for meeting to be held on 16 July 2009

Progress report on the Housing Improvement Plan.

1.Summary:

In January 2009 the Audit Commission (AC) undertook a planned inspection of the council's landlord service. The scope of the inspection included tenancy and estate management, housing income management, resident involvement and the three cross cutting areas: access and customer care, diversity and value for money.

The AC assessed the landlord services provided by the council as being a zero-star, poor service, with uncertain prospects for improvement. The AC found that the landlord service was failing to ensure that it was delivering a high quality service to tenants, and that there were weaknesses in the council's track record of improvement, management of performance and capacity.

The AC has made six key recommendations and 32 supporting areas for improvement have been identified. The key areas for action are:

- Significantly improve the range and quality of service information, and access to services in consultation with tenants.
- Improve the strategic and practical approach to diversity.
- Improve the tenancy and estate management service.
- Improve the approach to income management.
- Improve the strategic and practical approach to value for money.
- Improve the approach to income management
- Improve performance monitoring and management and strengthen Capacity.

The AC have set challenging targets asking us to deliver change over a six to twelve month period, of November 2009 and April 2010.

In response to concerns arising from the inappropriate allocation of homes to council staff at Goldsmith Street/Greyhound Opening, the AC undertook an unplanned Audit of the council's housing allocation service. This work included a review of lettings of properties through the choice based lettings (CBL scheme), direct lets and other letting arrangements.

The AC found that the council had taken appropriate action to prevent a reoccurrence of the inappropriate allocation of accommodation to staff but there was a need to improve the letting service to ensure that all homes were allocated and tenancies created in accordance with agreed policies and procedures.

The AC has made 7 key recommendations regarding allocation of homes with a number of supporting actions which need to be addressed by October 2009.

- Conclusions:** To note the content and recommendations within the housing improvement plan, which will lead to a significantly improved housing service.
- Recommendation:** To endorse the housing improvement plan and recommend that the Council adopts this as an approach to deliver service improvement. To consider bi monthly presentations to the Scrutiny Committee to monitor progress of the plan.
- Contact Officer:** **Nigel Andrews** – 01603 212572 nigelandrews@norwich.gov.uk
- Exec Member:** **Brenda Arthur** – 07773562031 b.arthur@cllr.norwich.gov.uk

2 Approach to Service Improvement

- 2.1 The Audit Commission has set very challenging service improvement requirements for the council to achieve. A project management approach has been adopted to ensure that key milestones for service improvement are reached and that the equivalent of a minimum of one star will be attained by the end of 2009/10 and a two star service by the end of 2010/11.
- 2.2 The housing improvement plan has been shaped using the findings in both of the AC reports, as well as key areas for improvement identified by the Housing Quality Network as a result of a mock inspection last summer.

2.3 The improvement plan is based on seven work streams and lead officers have been designated for each of them:

- communication, consultation, engagement and vision
- service access and delivery
- value for money (VFM)
- performance and information management
- staffing structures
- staff training and development.
- key lines of enquiry (KLOE)

2.4 The involvement of tenants in the improvement process is essential. The CityWide Board (CWB) will play a key role in assisting in the delivery of various measures proposed in the improvement plan.

2.5 In terms of resources, £300,000 has been allocated in the Housing Revenue Account 2009/10 budget to finance service improvements, including additional staffing resources. Existing staff resources within the housing service will be reallocated to meet the key priorities in the improvement plan.

3 Role of Housing Improvement Board

3.1 A housing improvement board has been established of external experts, including representatives of Improvement East, GO-EAST, IDeA and Cambridge City Council, tenant representatives (i.e. the chair and vice chair of the CWB) and members of the Executive to provide external challenge and support to the service in its response to the AC recommendations. The Board meets monthly.

4 Service Improvement Process

4.1 The housing improvement plan has nearly 60 individual action points and several of these are major areas of work. The plan is a 'living' document and reviewed and updated on a regular basis. See Appendix A.

4.2 A housing improvement project team has been established. The project team meet fortnightly. Lead officers have completed action plans for each work stream and report progress against targets and key milestones to the project co-ordinator on a fortnightly basis through a checkpoint report. The project coordinator is responsible to the senior responsible officer (SRO) - the Director of Generation and Development.

4.3 Lead officers are working with colleagues in other directorates to align housing service improvements with the corporate improvement plan,

particularly in areas such as diversity, VFM and performance management and tenant profiling.

- 4.4 A priority action for the housing improvement plan is to develop an effective programme of consultation and engagement with residents, staff and stakeholders. An organisation has been procured and will be tasked with setting up a consultative panel of tenants and leaseholders to help us improve the way we consult and engage. Their findings will be reported back to the Housing Improvement Board at their meeting on the 27 July.
- 4.5 Initially the panel will be used to recruit focus groups to test some of the work emerging from the improvement work streams. The panel could also be used to recruit mystery shoppers, tenant inspectors and to consult with traditionally 'hard-to reach' groups such as young tenants.

5 Service Improvement Progress

- 5.1 A new assistant director (neighbourhood development) and a head of service (neighbourhood and strategic housing) have been appointed. The assistant director has commenced duties and the HoS will be commencing her role in early August.
- 5.2 Key customer focussed changes in progress include:
- The involvement of tenants and leaseholders in focus groups helping to shape the new contracts for housing repairs and maintenance, grounds maintenance and cleansing.
 - Capturing tenant profile data and indentifying mechanisms to complete data capturing.
 - Tenant participation officers from The London Borough of Croydon Council and South Essex Homes have spent two days in Norwich working with officers and tenant representatives to help shape the work involved in developing an effective and responsive tenant engagement service.
 - A satisfaction survey for tenants involved in the neighbourhood trial of new generic ways of working in Mile Cross has been distributed.
 - The neighbourhood walkabout procedure is being revised so that it is more focused on tenants joining the walkabouts. A new scoring system to give transparency as to how issues on estates are dealt with is being introduced.
 - Carrying out a self-assessment for the 'customer excellence standard'.
 - Inviting new tenants to take part in a consultation event to find out their experience of the sign-up process.

- Involving tenant representatives in the selection of staff, i.e. Assistant Director, Head of Service and Scheme Managers. This now needs to be rolled out to other service areas.

5.3 Some customer focussed changes have already been implemented:

- 'Tenant Approved' logo is now in place.
- A Tenant Resident Association leaflet has been distributed to raise awareness.

5.4 Other actions towards service improvement currently taking place include:

- Consulting with tenants and staff focus groups on the newly drafted Housing VFM and procurement strategies.
- Commissioning a market research company to identify a core set of tenant and leaseholder representative and from those establishing focus groups to support the work of each work theme.
- Reviewing current asset management policies to ensure they are fit for purpose
- Commencing a review of benchmarking data from 28 other stock retained authorities via Housemark.
- Developing a new framework of performance indicators to be used as the foundation of performance management.
- Undertaking a 360° review of the service with internal and external stakeholders to appraise how the service is perceived by other organisations / departments
- Mapping the staff skills and competencies needed in order to deliver the service required.
- Communication plan for tenants/leaseholders/staff on the progress of the housing improvement plan and communicating key messages.
- Overall, significant progress is being made to deliver against the individual action points within each work theme.

6. Key Lines of Enquiry(KLOE)

- 6.1. The KLOE will form an integral part of the housing plan, ensuring that the housing service is delivered against the recommend standard as outlined in the KLOE's and that continuous improvement is maintained.
- 6.2 The KLOE's which will be assessed are detailed below, and will include all areas of housing, rather than just those indemnified within the housing improvement plan. It is considered prudent to adopt this methodology which will provide the evidence base of service improvement in light on the further inspection by the Audit

Commission in November.

KLOE	Title
2	Strategic Approach to Housing
3	Stock Investment and Asset Management
4	Housing Income Management
5	Resident Involvement
6	Tenancy and Estate Management
7	Allocations and Lettings
8	Homelessness and Housing Advice
9	Private Sector Housing
11	Supported Housing
12	Management of Leasehold and Shared Ownership Housing
13	Housing Regeneration and Neighborhood Renewal
14	Management of Right to Buy Schemes
30	Access and Customer Care in Housing Services
31	Diversity
32	Value for Money

- 6.1 The KLOE will be used as a tool to assess progress towards achieving a 1 star (fair) service by April 2010.
- 6.2 The initial assessment (stage 1) is intended to demonstrate clearly to the Audit Commission how we are progressing at the point of their revisit in November 2009. This timing will also ensure that any gaps or short-falls can be addressed in time to enable a one star rating to be achieved in April 2010.
- 6.3 The initial assessment will be revised in February (stage 2) to ensure that we are clear about our position prior to the end of year 'one-star' deadline and have all our evidence in place to substantiate that position.
- 6.4 If successful, this approach would be repeated in year 2 to assess progress towards a 2 star (good) service by April 2011.
- 6.5 The assessments will help to familiarise appropriate officers with the relevant KLOE for their area of work and begin to instill a culture of continuous analysis and improvement of the services that we provide.
- 6.6 The assessments need to be challenged both internally and externally by tenants, including the City Wide Board.

Annex A Draft Housing Improvement Project Plan

Project Sponsor: Laura McGillivray Senior Responsible Owner: Jerry Massey Project Manager: Nigel Andrews

Link to project initiation document: _____

Link to latest version of risk matrix _____

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status Green Amber Red	Link to supporting recommendation (Identified in Audit Commission Recommendation R1 –R6 or HQN report / consultants plan)	Related priority action & supporting Lead Officers	Link to supporting action plan
A	CONSULTATION, ENGAGEMENT AND VISION WORK AREA/THEME							(link to latest checkpoint report for this work theme to go here)
	CONSULTATION FRAMEWORK							
A.1	Develop programme of consultation and engagement with tenants, leaseholders, staff and stakeholders for the housing improvement project and the individual components.	Sandra Franklin	15/05/09	17/06/09			Andrew Wilson Paul Sutton Sarah Loades Alison Spalding	
A.2	Develop a proposed framework with tenants and leaseholders for effective ongoing consultation, engagement, and involvement, based on good practice, which delivers genuine two-way tenant, leaseholder and staff engagement including:	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Alison Spalding	

	<ul style="list-style-type: none"> Installing multiple access channels for engagement and participation Developing clear and accessible mechanisms for tenants and leaseholders to develop and agree service priorities, standards, access and delivery arrangements, local performance indicators and regularly monitor and challenge performance Formulating a comprehensive and consistent systems of customer satisfaction surveying across the service Redeveloping the tenant compact Establishing a leaseholders compact 							
A.3	Establish pilots for new ongoing consultation, engagement and involvement framework and carry out diversity impact assessments and feed all the results into A.15	Sandra Franklin	20/08/09	17/09/09		Audit Commission R1.1		
A.4	Draw up implementation plan for new ongoing consultation, engagement and involvement framework with project team (including supporting arrangements etc)	Sandra Franklin	08/10/09	17/10/09		Audit Commission R1.1		
A.5	Implement new ongoing consultation, engagement and involvement framework with tenants and leaseholders.	Sandra Franklin	17/10/09	31/11/09		Audit Commission R1.1		
			Must be fully implemented by November 2009					

A22	Revise service plan and team plans in line with new ongoing consultation, engagement and involvement framework	Sandra Franklin	08/10/09	17/10/09				
BLUE PRINT/ VISION FOR THE SERVICE								
A.6	Carry out initial consultation with tenants, leaseholders, staff and stakeholders on service priorities and standards, broad options for future service access and delivery arrangements, future mechanisms for tenant and leaseholder engagement and involvement etc	Sandra Franklin	15/06/09	17/07/09		Audit Commission R1.1 & R6.1		
A.7	Utilise initial consultation results to shape a draft blueprint/vision for the future service informed by best practice	Sandra Franklin	20/07/09	10/08/09		Audit Commission R1.1 & R6.1		
A.8	Utilise initial consultation results (A.6) to inform production of draft ongoing consultation, engagement and involvement framework for inclusion in draft blueprint/vision for service (A.7)	Sandra Franklin	20/07/09	10/08/09		Audit Commission R1.1, R3.1 & R6.1		
A.9	Utilise initial consultation results (A.6) to inform production of new draft service access framework for inclusion in draft blueprint/vision for service (A.7)	Andrew Wilson	20/07/09	10/08/09		Audit Commission R1.3, R1.4, R2.2, R2.3, R2.6		
A.10	Utilise initial consultation results (A.6) to inform production of draft tenancy and estate management and sign up processes for inclusion in draft blueprint/vision for service (A.7)	Andrew Wilson	20/07/09	10/08/09		Audit Commission R3.3		
A.11	Utilise initial consultation results (A.6) to inform production of draft new rents and arrears function for inclusion in draft blueprint/vision for service (A.7)	Andrew Wilson	20/07/09	10/08/09		Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		

A.12	Utilise initial consultation results (A.6) to inform production of draft new voids process for inclusion in draft blueprint/vision for service (A.7)	Andrew Wilson	20/07/09	10/08/09		Audit Commission Allocation of Council Homes		
A.13	Achieve sign off from housing improvement board members, CMT and executive for draft service blueprint/vision.	Sandra Franklin	12/08/09	12/08/09				
A.14	Establish pilots in line with draft blueprint/vision, complete diversity impact assessments on draft new approaches and carry out further detailed consultation with tenants, leaseholders and staff on draft blueprint/vision for service	Sandra Franklin	20/08/09	17/09/09				
A.15	Utilise diversity impact assessment, consultation and pilot results to finalise blueprint/vision for the service and secure housing improvement project board and executive approval	Sandra Franklin	18/09/09	30/09/09				
A.16	Revise ongoing consultation, engagement and involvement framework in line with final blueprint/vision for service	Sandra Franklin	1/10/09	08/10/09				
A.17	Revise service access framework in line with final blueprint/vision for service	Andrew Wilson	1/10/09	08/10/09		Audit Commission R1.3, R1.4, R2.2, R2.3, R2.6		
A.18	Revise tenancy and estate management and sign up processes in line with final blueprint/vision for service	Andrew Wilson	1/10/09	08/10/09		Audit Commission R3.3		
A.19	Revise rents and arrears function in line with final blueprint/vision for service	Andrew Wilson	1/10/09	08/10/09		Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		

A.20	Revise voids process in line with final blueprint/vision for service	Andrew Wilson	1/10/09	08/10/09		Audit Commission Inspection R5		
A.21	Revise, as necessary, remaining work areas/themes across the project plan according to final blueprint/vision for the service	Sandra Franklin	1/10/09	08/10/09				
B	SERVICE ACCESS AND DELIVERY WORK AREA/THEME							<i>(link to latest checkpoint report for this work theme to go here</i>
	SERVICE ACCESS							
B.1	Develop action plan for creation of necessary systems functionality and processes for systemic tenant profiling to drive future service development and improvement including: <ul style="list-style-type: none"> • Comprehensive equalities and diversity information, • Detailed information on support needs, with clear liaison and data sharing protocols with supporting organisations • Effective mechanisms for adjusting services and access arrangements with clear targets 	Andrew Wilson	01/06/09	31/07/09		Audit Commission R1.3, R2.3 & R2.6		

B.2	Implement new tenant profiling system to drive future service development and improvement	Andrew Wilson	01/08/09	31/08/09 Must be fully implemented by November 2009		Audit Commission R1.3, R2.3 & R2.6		
B.3	Develop a new core set of performance indicators and management information (as determined through consultation with tenants and leaseholders), including: <ul style="list-style-type: none"> • Key tenant profiling data and targets including equalities and diversity data 	Andrew Wilson	01/08/09	31/08/09 Must be fully implemented by November 2009		Audit Commission R1.3, R2.3 & R2.6	Sarah Loades	
B.4	Carry out comprehensive service access review, drawing on best practice, including: <ul style="list-style-type: none"> • Establishing who is unable to access services and what the barriers are. • Future use of neighbourhood offices and other council buildings (services provided, opening times, facilities, signage, ensuring DDA compliance etc) .This must be closely aligned with overall corporate approach to neighbourhood working and VFM review (C.1) • Appropriate out of hours service provision 	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	

	<ul style="list-style-type: none">Improving service literature and electronic information (leaflets, website etc)Future use of neighbourhood housing surgeries (number, locations, services provided etc)Future use of neighbourhood home visitsSupport provided to vulnerable residents (use of accessibility register etc)							
B.5	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: <ul style="list-style-type: none">Regularity and approach to tenant visitsPatch based working	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4		
			Must be fully implemented by November 2009					
B.6	Establish pilots for new service access framework and carry out diversity impact assessments and feed all the results into A.15	Andrew Wilson	20/08/09	17/09/09			E&D Lead	
B.7	Draw up implementation plan for new service access framework with project team (including supporting arrangements e.g. new scripting /staff training, performance monitoring etc).	Andrew Wilson	08/10/09	15/10/09			E5 - Alison Spalding D2 - Sarah Loades	

B.8	Implement new service access framework	Andrew Wilson	16/10/09	31/11/09 Must be fully implemented by November 2009				
	TENANCY & ESTATE MANAGEMENT							
B.9	Carry out comprehensive service access review, drawing on best practice, including: <ul style="list-style-type: none"> Usage/compliance with corporate complaints systems/standards. Signage on estates 	Andrew Wilson	15/06/09	17/07/09				
B.10	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: <ul style="list-style-type: none"> Use of new tenant packs Risk assessments of potential tenancy failure Support assessments and arrangements for vulnerable tenants Regulatory and purpose of estate inspections Developing a clear role and purpose for estate walkabouts 	Andrew Wilson	15/06/09	17/07/09		Audit Commission R3.3		
B.11	Establish pilots for new tenancy and estate management and sign up processes and carry out diversity impact assessments and feed results into A.15	Andrew Wilson	20/08/09	17/09/09		Audit Commission R3.3		

B.12	Draw up implementation plan for new tenancy and estate management and sign up processes with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc)	Andrew Wilson	08/10/09	15/10/09				
B.13	Implement new tenancy and estate management and sign up processes	Andrew Wilson	16/10/09	28/02/10				
			Must be fully implemented by April 2010					
	INCOME MANAGEMENT							
B.14	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: <ul style="list-style-type: none"> HB entitlement assessments Approach to rent account establishment 	Andrew Wilson	15/06/09	17/07/09				
B.15	Carry out review of rents and arrears (income management) function, based on good practice, including: <ul style="list-style-type: none"> Effective processes for monitoring and analysis of causes of arrears Mechanisms for gathering and acting on regular feedback to ensure tenants are involved in shaping the service Determining approach to rent setting policy 	Andrew Wilson	15/06/09	17/07/09		HQN Plan Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		

	<ul style="list-style-type: none"> Refocusing of resources on collection and prevention of arrears and taking steps to ensure that procedures are followed consistently Assessing options for rent payment incentives Developing strategic approach to the collection of former tenant arrears 							
B.16	Establish pilots for new rents and arrears function and carry out diversity impact assessments and feed results into A.15	Andrew Wilson	20/08/09	17/09/09			E&D Lead	
B.17	Draw up implementation plan for new rents and arrear function with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc)	Andrew Wilson	08/10/09	15/10/09			F5 - Alison Spalding D2 - Sarah Loades	
B.18	Implement new rents and arrears function	Andrew Wilson	16/10/09	31/11/09				
	ANTISOCIAL BEHAVIOUR							
B.19	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: <ul style="list-style-type: none"> Improving information about ASB services to ensure that tenants understand the approach 	Andrew Wilson	15/06/09	16/07/09		Audit Commission R3.2		
	VOIDS							
B.20	Carry out review of voids process, drawing on good	Andrew	15/06/07	16/07/09		HQN Plan	Paul Sutton	

	practice, including: <ul style="list-style-type: none"> Establishing an agreed lettable standard Management of cost and benchmarking Establishing fast track procedure where limited work necessary Establishing a quality management system 	Wilson					Chris Haystead	
B.21	Establish pilots for new voids process and carry out diversity impact assessments and feed results into A.15	Andrew Wilson	20/08/09	17/09/09			E&D Lead	
B.22	Draw up implementation plan for new voids process with project team (including supporting arrangements e.g. new scripting /staff training/performance monitoring etc) and implement fully across the service.	Andrew Wilson	08/10/09	15/10/09				
B.23	Implement new voids process	Andrew Wilson	16/10/09	31/11/09				
A.23	Revise service plan and team plans in line with new service access and delivery arrangements	Andrew Wilson	08/10/09	15/10/09				
	CHOICE BASED LETTINGS							

B.24	<p>Review Choice Based Lettings Service</p> <p>In response to an external Audit of the allocation of Council Homes (April 2009) a review of the choice Based lettings process will be undertaken to ensure:</p> <p>a) the main recommendations of the review are implemented</p> <p>b) that policies and processes are followed consistently and that appropriate controls are in place to demonstrate the soundness of the letting service.</p>	Chris Haystead	1/05/09	15/09/09		Audit Commission Allocations Review		
			Must be fully implemented by October 2009					
C	VFM WORK AREA/THEME							(link to latest checkpoint report for this work theme to go here
C.1	<p>Complete and implement a robust VFM strategy and effective supporting processes, in consultation with tenants and stakeholders, with clear priorities for the future including:</p> <ul style="list-style-type: none">an action plan setting out rolling system of benchmarking reviews across service aligned with performance reporting system to demonstrate that VFM outcomes are being delivered across service;clear responsibility for leading the reviews and a	Paul Sutton	01/05/09	30/09/09		HQN Plan Audit Commission R5.1, R5.3, R 5.4, R5.5, R5.6 & R5.7	D1 - Sarah Loades	
			Must be fully implemented by November 2009					

	<p>system for bringing in service improvement support to address poor VFM through developing alternative methods of provision</p> <ul style="list-style-type: none"> ensuring all staff understand VFM and how they can influence outcomes reviewing the way that leaseholders are charged for services, ensuring that charges are accurate and timely maximising VFM by ensuring that all income is collected where possible and exploring areas of inward investment 							
C.2	<p>Develop a new core set of performance indicators and management information , based on redesigned service, in line with final blueprint/vision (as determined through consultation with tenants and leaseholders), including:</p> <ul style="list-style-type: none"> Key VFM data 	Paul Sutton	01/09/09	30/10/09		Audit Commission R5.2	D1 - Sarah Loades	
C.3	<p>Establish and implement robust and highly visible performance management framework and culture within the service, aligned with corporate performance reporting framework, which delivers:</p> <ul style="list-style-type: none"> Clear VFM targets informed by regular benchmarking 	Paul Sutton	01/05/09	31/11/09		Audit Commission R5.2 & R5.5	D2 - Sarah Loades	
C.4	<p>Develop asset management plan which is aligned with corporate asset management strategy and delivers:</p> <ul style="list-style-type: none"> effective monitoring of resource hungry stock 	Paul Sutton	1/05/09	30/09/09		HQN Plan	Andrew Wilson Chris Rayner	

	<ul style="list-style-type: none"> • long term asset planning • clear procedure for planned and responsive maintenance • clear policy and procedure for decommissioning of assets 							
C.5	Ensure requirements of VFM strategy and asset management plan is fully fed into contract relet process	Paul Sutton	01/05/09	31/10/09				
D	PERFORMANCE AND INFORMATION MANAGEMENT WORK AREA/THEME							<i>(link to latest checkpoint report for this work theme to go here</i>

D.1	<p>Develop a new core set of performance indicators and management information , based on redesigned service, in line with final blueprint/vision (as determined through consultation with tenants and leaseholders), including:</p> <ul style="list-style-type: none"> • Key Nis • Key local PIs to test priorities in service blueprint/vision • Service standards • Key customer satisfaction PIs 	Sarah Loades	01/05/09	01/08/09 Must be fully implemented by November 2009		Audit Commission R1.2, R6.2 & R6.6	Paul Sutton Andrew Wilson	
D.2	<p>Establish and implement robust and highly visible performance management framework and culture within the service, aligned with corporate performance reporting framework, which delivers:</p> <ul style="list-style-type: none"> • Clear and consistent approach to target setting 		01/07/09	01/10/09		Audit Commission R6.3, R6.4. R6.5	F2 - Alison Spalding C3 - Paul Sutton	

	<ul style="list-style-type: none"> Clear accountability and processes for regular and robust data collection and performance monitoring High visibility performance targets aligned with priorities in final blueprint/vision with clear ownership for delivery 		Must be fully implemented by November 2009					
D.3	Carry out reviews of existing systems to determine options for better data integration and visibility across the service and wider organisation	Sarah Loades	01/05/09	30/10/09			Alison Spalding	
E	STRUCTURES WORK AREA THEME							<i>(link to latest checkpoint report for this work theme to go here)</i>
E.1	Establish interim management structures including filling vacant posts and finalise lead officers for each work area/themes in housing improvement project plan	Jerry Massey	01/05/09	15/06/09		Audit Commission R6.8		
E.2	Carry out review of management structures following completion of final blueprint/vision for service and consult with staff and unions. (A15).	Jerry Massey	1/10/09	2/11/09				
E.3	Revise as necessary following consultation and implement new management structure for service	Jerry Massey	3/11/09	31/01/10				
F	STAFF TRAINING AND DEVELOPMENT WORK AREA/THEME							<i>(link to latest checkpoint report for this work theme to go here)</i>
F.1	Following completion of final blueprint/vision for	Alison	1/10/09	15/10/09		HQN Plan		

	service carry out full staff skills audit and training needs analysis to deliver re-designed service.	Spalding						
F.2	<p>Establish standard management and staff competencies frameworks within the service including:</p> <ul style="list-style-type: none"> • Vision for service • Service priorities • Customer focus • Equalities and Diversity • Adult & Child safeguarding responsibilities • VFM • Compliance with corporate policies, procedures and standards • Line management standards (fortnightly 1-2-1s, monthly team meetings, annual appraisals etc) • Need for effective two way cascade of information/communication • Performance management framework in line with D5 	Alison Spalding	1/08/09	31/08/09			Sandra Franklin Andrew Wilson C4 Paul Sutton D2 Sarah Loades E&D Lead	
F.3	Every child matters. Ensure that all aspects of the service understand the every child matters agenda	Alison Spalding	01/05/09	31/11/09		Serious case review March	Bob Cronk Tina Garwood	

	and that appropriate safeguards are in place and followed.					2009.		
F.4	<p>Develop a proposed framework with tenants and leaseholders for effective ongoing consultation, engagement, and involvement, based on good practice, which delivers genuine two-way tenant, leaseholder and staff engagement including:</p> <ul style="list-style-type: none"> Establishing a rolling programmes of joint staff, contractor, tenant and leaseholder training sessions on key shared issues e.g. equalities and diversity 	Alison Spalding	01/09/09	30/09/09		Audit Commission R2.4	A2 - Sandra Franklin E&D Lead	
F.5	<p>Develop and implement staff training and development programme with:</p> <ul style="list-style-type: none"> Management development plans and targets for each manager in line with management competencies framework Bespoke training plans and targets for each member of staff aligned to revised team plans and in line with required staff competencies framework 	Alison Spalding	01/05/09	31/11/09		HQN Plan Audit Commission R6.7	D2 - Sarah Loades	
	EQUALITY & DIVERSITY WORK AREA/THEME							
1	Complete programme of diversity impact assessments across areas of housing service not subject to priority re-design as part of this housing improvement project	Service leads/ Nigel Andrews	1/08/09	31/03/10		HQN Plan		

2	Establish protocol and monitoring procedures to ensure all contractors comply with the Council's equality and diversity policy	Service leads/ Nigel Andrews	1/08/09	31/03/10		Audit Commission R2.5		
			Must be fully implemented by April 2010					
3	Establish robust ongoing monitoring processes for service's compliance with CRE Code of Practice on Racial Equality, with a clear role for corporate equalities group.	Service leads/ Nigel Andrews	1/08/09	31/03/10		Audit Commission R2.1		
			Must be fully implemented by April 2010					

Timescales for AC recommendations:-

R1- November 2009

R2- April 2010

R3- April 2010

R4-April 2010

R5- November 2009

R6- November 2009