

Norwich City Council

SCRUTINY COMMITTEE

REPORT for meeting to be held on 10 September 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: This is the second report to Scrutiny Committee regarding the progress of the housing improvement plan.

Recommendation: Members are ask to note the progress to date.

Contact Officer: **Nigel Andrews** – 01603 212572 nigelandrews@norwich.gov.uk

Exec Member: **Brenda Arthur** – 07773562031 b.arthur@cllr.norwich.gov.uk

2 Housing Improvement Plan.

2.1 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)

3 Service Improvement Progress

3.1 Since the previous report to Scrutiny Committee on 16 July significant progress continues to be made with the housing improvement plan and these are summarised below:-

- **communication, consultation, engagement and vision**

A market research company, Plus4, has been commissioned and has recruited 1,000 tenants and 200 leaseholders, which will form the Tenants Talkback, giving a robust framework from which to undertake tenant/leaseholder consultation and engagement in the development and delivery of the housing service. The recruitment process ensured that the panel was balanced in terms of demographic profile, i.e. age, gender and location.

From this, we will also be able to use the Tenant Talkback as a basis to recruit mystery shoppers and tenant inspectors and enable other focus groups to be used as part of the wider mechanisms of consultation.

As part of the work undertaken, Plus 4 facilitated a number of focus groups on the 6 and 7 July with tenants and leaseholders and from that provided the council with a report highlighting the key outcomes and summary. From the summary an action plan is being developed to ensure that tenants and leaseholders comments are captured and acted upon.

This work has now enabled us to develop a draft blueprint and vision for the service, which will be shortly circulated for consultation with tenants, leaseholders, stakeholders, including councillors and staff. Once comments are received then these will influence the final service reviews and the blueprint will be presented to Executive for Members approval.

- **service access and delivery**

A number of service reviews have been undertaken, including;

- Voids- a working group has been set up to look at processes and best practice with the outcome of reducing the voids turnaround .This work is being coordinated by the Head of Neighbourhood and Strategic Services.
- Customer profiling.
Further progress has been made to obtain information to inform customer profiling and to date is:

	April 2009	August 2009	% increase
Gender	100%	100%	0
Age	77%	93%	16%
Ethnicity	39%	69%	30%

Additional work is taking place to ascertain customer profiling in regard to disability. From that we will consider how this information is used to deliver and improve the housing service to tenants and leaseholders.

- Estate Inspections- we are reviewing the purpose of estates inspections in relation to health and safety, and considering a number of options as to how these may be undertaken in the future.
 - Estate walkabouts- we are reviewing the way we can make our estates safer and cleaner and build interest and care in the local community. Integral to this will be consulting with tenants and leaseholders and asking them what they would like to see improved, thus targeting resources more effectively.
 - Tenancy sign up process- work has been completed in looking at ways in which we can improve the tenancy sign up process for tenants and following a telephone survey of 92 tenants who had moved into their home from January 2009 to June 2009 we found that overall 86% of respondents' were either satisfied or very satisfied with the quality of service offered.
 - Service Standards- A review of service standards has been completed which found that currently there are a range of service standards within the housing service. From the information we have received from Plus4 and the requirement to monitor corporate service standards, these are being reviewed and will involve further consultation with tenants and leaseholders, which in turn will form part of the performance management framework.
 - Service Access - A review has been undertaken to ascertain tenants preferred models for accessing the service through a variety of means, including telephone, website, offices, leaflet information, surgeries or home visits and from the outcomes of Plus4, further work, including consultation will be undertaken.
 - Neighbourhood working - This is looking to see if improvements can be made to improve tenant satisfaction with tenancy management service (both neighbourhood management and rent collection). A number of options are being considered and further consultation will be undertaken to determine the way forward as part of the emerging neighbourhood strategy.
- **value for money (VFM)**
 - Progress is being made with developing a value for money strategy for the housing service. A considerable amount of work has been undertaken in regard to reviewing the management of garages, including income management. Additional work has been achieved in

- **performance and information management**

- The City Wide Board (CWB) publication sub group has approved the concept and publication timetable for a performance management scorecard.
- A staff focus group has been held to embed performance management within service areas and seek staff views on what should be service priorities and how they should be measured.
- Performance management framework- service performance information has been collated and matched to the service objectives, from which a performance report will be developed.
- The Intranet page has been uploaded to raise staff awareness on performance information and how it affects service areas and delivery.
- Concept of performance 'clinics' is being explored, from best practice of other housing providers with a report being presented to the housing management team (HMT) in the near future.

- **staffing structures**

- Following the appointment of the Assistant Director and Head of Service, this work is now subject to the blueprint and vision being completed. The staff structure will be reviewed by the head of service to ensure that the structure is fit for purpose and have the capacity to deliver the housing improvement programme and continuous service improvement.

- **Staff training and development.**

- 91% staff appraisals have been completed this year, compared to 62% last year. From the appraisals, training and development plans are now being collated.
- A number of staff focus groups have been held and outcomes will be fed into the housing improvement plan when looking to deliver training and development need for staff.
- The procurement process seeking a provider to provide NVQ2/3 in customer care programmes has been completed with the aim of delivering the programme to the first cohort in October.
- Work is progressing on developing the framework for Every Child Matters agenda.
- Ongoing managers and staff briefings have been held to ensure that they have the opportunity to contribute to the development of the housing improvement plan. These will include four workshops which

will take place in the coming weeks and will include staff, councillors and tenants.

4. Key Lines of Enquiry(KLOE)

- 4.1. Progress continues to be maintained with the self assessments of the service areas as detailed below:

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

- 4.1 The KLOE will be used as a tool to assess progress towards achieving a 1 star (fair) service by April 2010.
- 4.2 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.
- 4.3 The assessments need to be challenged both internally and externally by tenants, including the City Wide Board.

5. Summary

- 5.1 The housing action plan, (which is a living document) has a number of actions to be completed which are being shaped by tenants, leaseholders, staff, councilors and an improvement board. The aim of the plan is to deliver a housing service that places the

tenant at its heart, is fir for purpose and is a 2 star standard by 2011. At this stage the improvement plan is on track and the status for of these actions is as follows:-

Timescale	Completed	On track	Some concern
84 tasks to be completed by November 2009	6	73	5
5 tasks to be completed by April 2010	0	5	0

Annex A Housing Improvement Project Plan

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

* **Purple**= Complete, **Green**= On target, **Amber**= Deadline may not be achieved and **Red** Deadline missed.

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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 Karen Carolan	
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 Karen Carolan	
A.2.1	Installing multiple access channels for engagement and participation	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Karen Carolan	
A.2.2	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	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Karen Carolan	

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A.2.3	Formulating a comprehensive and consistent systems of customer satisfaction surveying across the service	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Karen Carolan	
A.2.4	Redeveloping the tenant compact	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Karen Carolan	
A.2.5	Completion of an action plan for the tenant compact	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Karen Carolan	
A.2.6	Establishing a leaseholders compact	Sandra Franklin	17/06/09	17/07/09		Audit Commission R1.1, R3.1 & R6.1	Andrew Wilson Sarah Loades Karen Carolan	
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		

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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.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	21/08/09 (amended from 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		

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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.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	21/08/09 (amended from 12/08/09)	02/09/09 (amended from 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	03/09/09 (amended from 20/08/09)	17/09/09				

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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</i>

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
								go here
	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:	Andrew Wilson	01/06/09	31/07/09		Audit Commission R1.3, R2.3 & R2.6		
B.1.1	Comprehensive equalities and diversity information	Andrew Wilson	01/06/09	31/07/09		Audit Commission R1.3, R2.3 & R2.6		
B.1.2	Detailed information on support needs, with clear liaison and data sharing protocols with supporting organisations	Andrew Wilson	01/06/09	31/07/09		Audit Commission R1.3, R2.3 & R2.6		
B.1.3	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		

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
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:	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.4.1	Establishing who is unable to access services and what the barriers are.	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.4.2	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)	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.4.3	Appropriate out of hours service provision	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.4.4	Improving service literature and electronic information (leaflets, website etc)	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.4.5	Future use of neighbourhood housing surgeries (number, locations, services provided etc)	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.4.6	Future use of neighbourhood home visits	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	

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B.4.7	Support provided to vulnerable residents (use of accessibility register etc)	Andrew Wilson	15/06/09	17/07/09		Audit Commission R1.4 & R2.2	Paul Sutton	
B.5	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: • Regularity and approach to tenant visits • Patch 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 - Karen Carolan 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:	Andrew Wilson	15/06/09	17/07/09				

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	<ul style="list-style-type: none">Usage/compliance with corporate complaints systems/standards.Signage on estates							
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 packsRisk assessments of potential tenancy failureSupport assessments and arrangements for vulnerable tenantsRegulatory and purpose of estate inspectionsDeveloping 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					

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			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:	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		
B.15.1	Effective processes for monitoring and analysis of causes of arrears	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		
B.15.2	Mechanisms for gathering and acting on regular feedback to ensure tenants are involved in shaping the service	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
B.15.3	Determining approach to rent setting policy	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		
B.15.4	Refocusing of resources on collection and prevention of arrears and taking steps to ensure that procedures are followed consistently	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		
B.15.5	Assessing options for rent payment incentives	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		
B.15.6	Developing strategic approach to the collection of former tenant arrears	Andrew Wilson	15/06/09	17/07/09		HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6		
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 - Karen Carolan D2 - Sarah Loades	

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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 practice, including:	Andrew Wilson	15/06/07	16/07/09		HQN	Paul Sutton Chris Haystead	
B.20.1	Establishing an agreed lettable standard	Andrew Wilson	15/06/07	16/07/09		HQN	Paul Sutton Chris Haystead	
B.20.2	Management of cost and benchmarking	Andrew Wilson	15/06/07	16/07/09		HQN	Paul Sutton Chris Haystead	
B.20.3	Establishing fast track procedure where limited work necessary	Andrew Wilson	15/06/07	16/07/09		HQN	Paul Sutton Chris Haystead	
B.20.4	Establishing a quality management system	Andrew Wilson	15/06/07	16/07/09		HQN	Paul Sutton Chris Haystead	

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								<i>checkpoint report for this work theme to go here</i>
C.1	Complete and implement a robust VFM strategy and effective supporting processes, in consultation with tenants and stakeholders, with clear priorities for the future including: <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 system for bringing in service improvement support to address poor VFM through developing alternative methods of provisionensuring all staff understand VFM and how they can influence outcomesreviewing the way that leaseholders are charged for services, ensuring that charges are accurate and timelymaximising VFM by ensuring that all income is collected where possible and exploring areas of inward investment	Paul Sutton	01/05/09	30/09/09		HQN 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					
C.2	Develop a new core set of performance indicators and management information , based on redesigned service, in line with final	Paul Sutton	01/09/09	30/10/09		Audit Commission R5.2	D1 - Sarah Loades	

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
	blueprint/vision (as determined through consultation with tenants and leaseholders), including: <ul style="list-style-type: none">Key VFM data							
C.3	Establish and implement robust and highly visible performance management framework and culture within the service, aligned with corporate performance reporting framework, which delivers: <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	
			Must be fully implemented by November 2009					
C.4	Develop asset management plan which is aligned with corporate asset management strategy and delivers: <ul style="list-style-type: none">effective monitoring of resource hungry stocklong term asset planningclear procedure for planned and responsive maintenanceclear policy and procedure for decommissioning of assets	Paul Sutton	1/05/09	30/09/09		HQN	Andrew Wilson Chris Rayner	
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				

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
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	Work is subject to outcomes of Plus4	Audit Commission R1.2, R6.2 & R6.6	Paul Sutton Andrew Wilson	

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	Link to supporting recommendation <i>(Identified in Audit Commission Recommendation R1 –R6 or HQN report / consultants plan)</i>	Related priority action & supporting Lead Officers	Link to supporting action plan
D.2	Establish and implement robust and highly visible performance management framework and culture within the service, aligned with corporate performance reporting framework, which delivers: <ul style="list-style-type: none">• Clear and consistent approach to target setting• 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		01/07/09	01/10/09		Audit Commission R6.3, R6.4. R6.5	F2 - Karen Carolan C3 - Paul Sutton	
			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			Karen Carolan	
E	STRUCTURES WORK AREA THEME							(link to latest checkpoint report for this work theme to go here
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		

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
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							(link to latest checkpoint report for this work theme to go here
F.1	Following completion of final blueprint/vision for service carry out full staff skills audit and training needs analysis to deliver re-designed service.	Karen Carolan	1/10/09	15/10/09		HQN		
F.2	Establish standard management and staff competencies frameworks within the service including: <ul style="list-style-type: none"> • Vision for service • Service priorities • Customer focus • Equalities and Diversity • Adult & Child safeguarding responsibilities • VFM • Compliance with corporate polices, 	Karen Carolan	1/08/09	31/08/09			Sandra Franklin Andrew Wilson C4 Paul Sutton D2 Sarah Loades E&D Lead	

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
	<p>procedures and standards</p> <ul style="list-style-type: none"> 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 							
F.3	Every child matters. Ensure that all aspects of the service understand the every child matters agenda and that appropriate safeguards are in place and followed.	Karen Carolan	01/05/09	31/11/09		Serious case review March 2009.	Bob Cronk Tina Garwood	
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 	Karen Carolan	01/09/09	30/09/09		Audit Commission R2.4	A2 - Sandra Franklin E&D Lead	

Ref	Priority Actions	Lead Officer	Start	Finish	Current Status *	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
F.5	Develop and implement staff training and development programme with: <ul style="list-style-type: none">Management development plans and targets for each manager in line with management competencies frameworkBespoke training plans and targets for each member of staff aligned to revised team plans and in line with required staff competencies framework	Karen Carolan	01/05/09	31/11/09		HQN Audit Commission R6.7	D2 - Sarah Loades	
			Must be fully implemented by November 2009					
	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		
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					