

# **Norwich City Council**

## **SCRUTINY COMMITTEE**

### **REPORT for meeting to be held on 12 November 2009**

#### **Progress report on the Housing Improvement Plan.**

##### **1.Summary:**

This is the third progress report submitted to Members of the scrutiny committee regarding the progress being made with the Housing Improvement Plan (HIP), following the Audit Commission (AC) inspection in January 2009.

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 have set challenging targets asking us to deliver change over a six to twelve month period, of November 2009 and April 2010. Significant progress has been made in working towards these recommendations, which are regularly monitored by members of the Housing Improvement Board.

This report highlights the key recommendations and timescales made by the AC and the work which has been completed to date and should be read in conjunction with the Housing Improvement Plan- Appendix A.

Members will note that whilst Recommendation 1 is of amber status, much work has been undertaken to progress this, but was initially delayed to the medium term absence of the lead officer due to sickness. This was highlighted and managed as part of the risk management process within the project and corrective taken.

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 has made 7 key recommendations regarding allocation of homes with a number of supporting actions by October 2009.

Members of scrutiny committee were recently appraised of the progress being made in this area. As to date all recommendations have been achieved, subject to a sub regional review of the Choice Based Lettings (CBL) which will be concluded in January 2010.

**Conclusions:**

This is the third report to Scrutiny Committee regarding the progress of the housing improvement plan.

**Recommendation:**

Members are asked to note the progress to date.

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## 2. Progress made against recommendations for the landlord service and allocations & lettings following the audit commission inspection in January 2009.

Highlighted below is the progress made to date against each of the key recommendations made by the Audit Commission.

### Key to progress status

<b>Urgent - corrective action required</b>	
<b>Work advanced but target may be missed</b>	
<b>On target to achieve</b>	
<b>Completed</b>	

### RECOMMENDATION- R1- to be implemented by November 2009

#### Overall progress status to date:

***Significantly improve the range and quality of service information, and access to services, in consultation with tenants by:-***

- **Agreeing with tenants a framework for involvement**
  - A broader consultation panel of 1,000 tenants and 200 leaseholders has been recruited to form the tenants' panel - 'TalkBack'. This been created in response to the need to consult with a wider group of tenants and leaseholders and supported by the City Wide Board.
  - To date they have undertaken a generic survey, with another survey planned in the near future on anti social behaviour and have carried out a number of knowledge cafes to support the consultation requirements of the individual work streams.
  - Draft involvement framework has been developed following comments from tenants' panel and has now gone out to wider consultation, to the tenants' panel and City Wide Board. Outcomes are now being collated and the framework will be amended to reflect these changes, with the aim of implementing this in early December. Part of the framework consultation is to look at how the tenants' panel complements the existing mechanisms for participation and influencing services.
  - The original timescale of November has been delayed as the designated lead officer has been off sick since August. A new lead officer has been appointed and now progressing work theme.
  - From the tenants' panel and City Wide Board work is now underway to recruit tenant inspectors, with an anticipated commencement of November. Mystery shoppers are also being recruited and a draft procedure manual for mystery shoppers, including training, has been developed.

- **Devising with tenants a system to monitor performance against service standards and reporting service performance to tenants in a way that is effective and enables tenants to challenge performance.**

- New service standards have been drafted and were presented to the Corporate Management Team on 14 October and signed off. Subsequent consultation has been undertaken with the tenants' panel, and final version will be amended to reflect comments from the focus group.
- Service standards and response times are more challenging with performance monitoring mechanism in place.
- Other methods such as mystery shopping, tenant's inspectors and satisfaction surveys will monitor qualitative data.
- Performance will be monitored through the City Wide Board - Performance sub group- see also Recommendation 6.

- **Systematically gathering tenant profile information to ensure that services can be adjusted to enable access, and putting targets in place to track this; and**

- Tenant profiling information now stands ethnicity (69%) age (92%) and gender (100%).
- A tenant census form will be sent out to those household where information is incomplete, with the aim of collating the first phase of this data by the end of November.
- A corporate project plan is in place to collect two additional strands of faith and sexual orientation, outcomes of which will fed into the work being undertaken by the housing improvement project.
- Performance reports include any relevant reference to profiling information e.g. analysis of data to show if ethnicity reflects demographic profile to see if any particular groups are under represented.

- **Agreeing with tenant's access arrangements to services including office and surgery opening hours, telephone access, out of hour's arrangements, leaflet and information standards and contents and website design and content.**

- Knowledge café, facilitated by Plus4 have been held to look at service access, service standards, information, - leaflets, electronic and website, out of hours service and format and content of Tenant Talk. Outcomes will be known early November from which the work already undertaken to support this work stream will be revised to take account of tenants and leaseholders views, including presentations to the appropriate City Wide Board sub group.
- Contact telephone number has changed to 0344 980 3333 from 0844 980 3333 so that a wider group of differing telephone tariff users can contact the council more cheaply.
- Consultation has taken place regarding surgery times, which

has resulted in a new surgery being developed and two others decommissioned. Information is now being updated on the Council's website.

- New leaflets have been produced following service reviews and consultation is taking place to ensure that the documents in circulation are needed and relevant.
- New terms of reference have been agreed for the Citywide Board performance and publication sub groups'. The publications group have also set out a flow chart which demonstrates the process and groups influence over a range of publications and formats. A new tenant approved logo is now awarded to documents receiving the award.
- Work has commenced on the development of the housing web pages in regard to contact and style and will be concluded by the end of November, following outcomes of consultation.

<b>RECOMMENDATION- R2- to be implemented by March 2010</b>	
<b>Overall progress status</b>	
<b><i>To improve the strategic and practical approach to diversity by:</i></b>	
<ul style="list-style-type: none"> <li>● <b>Ensuring that all requirements of the Code of Practice on Racial Equality in Housing are met;</b> <ul style="list-style-type: none"> <li>● Evidence on how we meet the code has been gathered under the various "key outcomes" contained within the code.</li> <li>● A partial submission has been presented (22 October) to the Norwich &amp; Norfolk Racial Equality Council, who is acting as a critical friend in terms of testing and challenging our statement of compliance. Initially we will be submitting our evidence with regard to governance and racial harassment and antisocial behaviour, currently awaiting feedback.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Ensuring that all buildings used by the public are compliant with the Disability Discrimination Act;</b> <ul style="list-style-type: none"> <li>○ The council's offices presently meet the minimum standard; a report has been completed which has identified where work is required, both at City Hall and the neighbourhood offices to improve accessibility issues both in terms of addressing public and staff needs. This will be undertaken on a phased programme, with budget provision being identified for 2009/10 and 2010/11.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Completing and using tenant profiling information to systematically adjust services to meet the needs of the individuals and groups;</b> <ul style="list-style-type: none"> <li>○ Tenant profiling information is now captured at sign up and NHO's are checking information at other times of tenant contact.</li> </ul> </li> </ul>	

<ul style="list-style-type: none"> <li>○ IT systems flags now regularly highlight where and how we need to deliver a different service in response to an individual customers needs, including disability and communications needs, where English is not identified as the first language.</li> <li>○ Portable hearing loop systems are available for visiting officers working from the area offices for customers who have hearing difficulties and a key tenancy document was translated into Braille following a tenant request at tenancy sign up.</li> <li>○ Housing advice information has been translated into the three key languages and posters will be displayed at the neighbourhood offices and customer contact centre.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Reviewing current training for staff for effectiveness and extending training to involve tenants and contractors;</b> <ul style="list-style-type: none"> <li>○ Within the corporate training programme tenants will be able to participate in relevant training events. Agreement has been received from HR and head of service to offer places on a quota basis to staff training courses.</li> <li>○ Joint training has been arranged to take place on the 8 December to CWB for one place on CIH day course on voids. Joint training on diversity and equality awareness is also planned.</li> <li>○ Staff training plans have been reviewed and competency framework developed. See also Recommendation 7.</li> <li>○ Working with HR to look at a range of mechanisms as to how training can be delivered and how tenants and leaseholders can be engaged in this process.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>● <b>Ensuring contractors comply with the Council's equality and diversity expectations; and</b></li> <li>● Contractors tendering for the recent council contract re-let (2010) were required to demonstrate: <ul style="list-style-type: none"> <li>○ a full understanding of and sympathy to statutory DDA and equality issues and NCC policy on Equality &amp; Diversity</li> <li>○ note requirements of vulnerable residents</li> <li>○ details of intended or future practices relating to E&amp;D and vulnerable residents to enable the council to assess 14 specific points concerning employment practice and service delivery as part of the evaluation process</li> <li>○ steps being taken to meet the needs of a diverse community</li> <li>○ similar compliance in any sub contractors employed</li> </ul> <p>This has been developed further from the 2006 contract re-let stipulation within the form of a questionnaire to ascertain:</p> <ul style="list-style-type: none"> <li>○ ethnicity/disability of employees</li> <li>○ existence of and dissemination of an Equality policy</li> <li>○ how encouraging the employment of a diverse workforce was being addressed</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>● <b>Establishing who is unable to access services and what the barriers are.</b></li> </ul>

- Tenancy audits on tenants who have not been in contact with the housing service over the last five years have now all been contacted, following these visits to a number of tenants have been carried which has highlighted tenancy support issues.
- Processes in regard to supporting vulnerable tenants have also been reviewed, in line with partners.
- Customer profiling information is increasing our knowledge of our customers and their needs.

#### **RECOMMENDATION- R3- to be implemented by April 2010**

##### **Overall progress status**

##### ***To improve the tenancy and estate management service by:***

- **Effectively involving tenants in shaping the service and regularly testing satisfaction;**
  - Tenants' panel has been formed, with a number of knowledge cafes and surveys undertaken. This has provided valuable information as to tenants/leaseholders service requirements and identifying areas for improvement.
  - Sign up review involved a random sample of new tenants to gauge their experience of the sign up process. Following the feedback received new information leaflets have been produced to promote successful tenancies and to sign post services.
  - Revised estate walkabout process, with some further ideas to increase resident involvement which is now out to wider consultation via staff, tenant and councillor workshops.
- **Improving information about ASB services to ensure that tenants understand the approach;**
  - New Anti Social Behaviour leaflet produced in response to the audit commission report.
  - Surveyed members of the City Wide Board in regard to ASB issues prior to a presentation the CityWide Board on 15 October and comments noted and will be feed into the service review.
  - Tenants/leaseholders panel survey will be undertaken shortly on ASB, given the feedback from the initial survey- ASB was seen as an area of great concern for tenants and leaseholders. Outcomes will be fed into the housing improvement plan, comments fed back to the tenants' panel and City Wide Board.
- **Improving case management and record keeping by systematic monitoring of cases; and**
  - In partnership with the performance work stream we have identified the issues that have made performance management and systematic monitoring of cases through Comino unreliable in the past. The performance work stream is working with ABATE and neighbourhood wardens to agree an action plan to improve this. Outcomes of the tenant's survey will also inform this piece of work.

<ul style="list-style-type: none"> <li>○ Casework is systematically monitored in management 1-2-1's in the ABATE team</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Reviewing the frequency and effectiveness of estate inspections.</b> <ul style="list-style-type: none"> <li>○ Estate inspection and estate walkabouts reviews have been completed, some of the feedback received is now out to wider consultation via the knowledge cafes and outcomes will be known in early November.</li> </ul> </li> </ul>

<b>RECOMMENDATION- R4- to be implemented by April 2010</b>	
<b>Overall progress status</b>	
<b><i>To improve the approach to income management by:</i></b>	
<ul style="list-style-type: none"> <li>● <b>Taking steps to increase the proportion of tenants that pay by direct debit;</b> <ul style="list-style-type: none"> <li>○ Evidence from previous exercises to promote direct debit point to this being an increasingly difficult task to achieve. We will continue to promote DD as the most cost effective and efficient method of payment but also promote other cost effective methods available 24/7, such as online and phone payments, via a customer access survey and future publicity campaigns.</li> <li>○ Promotion of different payment methods is promoted at tenancy sign up and settling in period via the rent income team.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Putting in place systems to enable tenants to be involved in shaping the service, by gathering and acting on regular feedback;</b> <ul style="list-style-type: none"> <li>○ Knowledge café with tenants' panel held in regard to rent payments methods and outcomes will be known early November. Further consultation will be undertaken using various mechanisms to support the completion of this recommendation.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Improving case management to ensure that procedures are followed consistently;</b> <ul style="list-style-type: none"> <li>○ The trial of the Arrears Talk product to manage arrears cases was delayed in conception and has been extended while amendments are made; it has given invaluable insights into alternative working methods. Further consultation will be undertaken in regard to the Arrears Talk product.</li> <li>○ This new knowledge combined with consultation and customer involvement will result in a revision of procedures to meet the needs of service users by April 2010.</li> <li>○ More systematic case management by team leaders is being developed.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Developing an understanding about why tenants are in arrears;</b> <ul style="list-style-type: none"> <li>○ New arrears code system introduced recently which highlights the primary causes of tenants falling into arrears as defined by the tenant themselves</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Agreeing a strategic approach to the collection of former tenant</b></li> </ul>	



**arrears.**

- A review of the operation of former tenant arrears recovery is taking place. Some procedures have been amended and costs and effectiveness will be benchmarked against previous performance. The size, roles and structure of the team carrying out former tenancy recovery have also been revised to create a more robust unit.
- New invoice system for pursuing former tenant arrears. Letters agreed by the CWB publications sub group.

**RECOMMENDATION- R5- to be implemented by November 2009**

**Overall progress status**

***To improve the strategic and practical approach to value for money by:***

- **Agreeing a robust value for money strategy for landlord services in consultation with tenants and stakeholders with clear priorities for the future;**
  - VFM strategy has been completed and has been circulated to all managers. This is aligned to corporate strategy.
  - Principles have been discussed with stakeholders as part of the Tenants' Panel.
  - Tenants Panel has been consulted on the summary of VfM strategy and awaiting outcomes and will also be circulated to the City Wide Board for consultation.
  - An associated HRA procurement strategy has been written and is being aligned with corporate procurement strategy.
  - Benchmarking action plan has been developed.
- **Establishing regular reporting mechanisms to demonstrate VFM outcomes are being delivered across the service.**
  - VFM performance indicators agreed with Performance work stream as part of service wide framework-however await blue print for service to finally tie in.
  - Need to ensure that the housing VfM is linked to the corporate performance reporting framework to establish reporting and benchmarking outcome links.
- **Taking steps to ensure that staff understand VFM and how they can influence outcomes;**
  - As part of the KLOE process all managers carried out a VFM overview of all work streams.
  - Part of benchmarking action plan will involve specific VFM training, being discussed with HR.
  - Budget monitoring process to include review of top 10 contractors. (Section and service wide.)
  - Awareness amongst all staff to be increased by preparation of six monthly VFM service update and further service wide training.
  - VFM is a key theme of corporate transformation work. Corporate

<p>training for managers on procurement has also taken place, but needs to be refreshed in light of the HIP.</p>
<ul style="list-style-type: none"> <li>• <b>Reviewing the way that leaseholders are charged for services, ensuring that charges are accurate and timely.</b> <ul style="list-style-type: none"> <li>○ Principles of what can and cannot be charged within the lease established and agreed with Norwich Leaseholders Association (NLA).</li> <li>○ Detailed discussions have taken place with NLA with regard to actual charge. Paper prepared as to basis of consultation with all stakeholders to be circulated by early/mid November.</li> <li>○ Finance section carrying out root and branch review of district heating, premises management and sheltered service charges to ensure appropriate and transparent recovery. Consultation with residents scheduled to take place in November.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Establishing the costs of the individual services and assess whether alternatives could offer improved VFM;</b> <ul style="list-style-type: none"> <li>○ An action plan, setting out a rolling system of benchmarking reviews across service, aligned with the performance reporting system, has been prepared and circulated to responsible managers. This will demonstrate that VFM outcomes are being delivered across service.</li> <li>○ Reviews scheduled to start when 09/10 housemark comparative data is available in the new year</li> <li>○ The plan also includes details on how to address poor VFM with the assistance of service improvement ( IT / Procurement )</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Taking steps to maximise VFM by ensuring that all income is collected where possible; and</b> <ul style="list-style-type: none"> <li>○ Reviews / steps in place to ensure recovery of all income where possible</li> <li>○ See above re service charges.</li> <li>○ The implementation of garage review discussed, by Executive and CWB earlier in the year, will commence subject to an action plan being agreed in the next month. (Including proposals to maximise letting potential, proceeding with agreed individual sales, realignment of management responsibility.)</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Exploring areas of inward investment.</b> <ul style="list-style-type: none"> <li>○ As part of VFM key line of enquiry all KLOE work stream leads have reviewed current inward investment and been instructed to consider other possibilities.</li> <li>○ Currently capturing all current inward investment and partnership working and evaluate individual VFM.</li> <li>○ Forth coming review of HRA budgets will further explore opportunities.</li> </ul> </li> </ul>

<b>RECOMMENDATION- R6- to be implemented by November 2009</b>	
<b>Overall progress status</b>	
<b><i>Improve performance monitoring and management and strengthen capacity by:</i></b>	
<ul style="list-style-type: none"><li>• <b>Effectively involving tenants and staff in agreeing the priorities for the service;</b><ul style="list-style-type: none"><li>○ Staff at service manager and team leader level have been heavily involved in agreeing priorities for their service area at meetings with the work stream team.</li><li>○ Outcomes from tenants' panel have been incorporated into the performance framework.</li><li>○ A staff focus group was conducted to gauge service delivery staff member's perception on priorities.</li><li>○ A new performance measurement framework has been built on priorities and objectives identified at those meetings rather than the historical team based approach with any gaps in reporting being filled. The new approach has ensured that the service is accountable for each aspect of their role.</li><li>○ Tenants have been involved in discussions and kept updated throughout the process via the CWB performance sub-group.</li><li>○ The new measurement framework clearly demonstrates different levels of priority and focus. Each reporting level has been determined by tenant priorities initially (from Plus4, STATUS Survey and CWB) with service managers having influence at lower levels.</li><li>○ Working with colleagues within corporate policy and performance to ensure that the service can demonstrate how it delivers against the corporate priorities through the framework.</li></ul></li></ul>	
<ul style="list-style-type: none"><li>• <b>Introducing local performance indicators in areas that matter most to tenants;</b><ul style="list-style-type: none"><li>○ As above, the new performance indicator framework has been built primarily on tenant priorities. Any gaps have been identified and filled with local indicators to ensure that we can measure delivery against all tenant priorities.</li><li>○ Level one of the framework includes indicators identified as highest priority to tenants. These indicators will be communicated to the wider tenant population, starting with quarter two. Level two is a wider suite including level one indicator plus other priority indicators. These will be reported to the CWB performance sub-group to ensure that the council is accountable to its tenants on their priorities.</li></ul></li></ul>	

<ul style="list-style-type: none"> <li>○ Level one indicators have been agreed by the CityWide Board. Level two indicators will be consulted on within the next two weeks by the CityWide Board.</li> </ul>
<ul style="list-style-type: none"> <li>● <b>Establishing clear principles for target setting;</b> <ul style="list-style-type: none"> <li>○ The corporate policy and performance team have developed a standard procedure for target setting.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>● <b>Ensuring that targets are in place for all staff that are responsible for service delivery;</b> <ul style="list-style-type: none"> <li>○ Level 5 of the new performance measurement framework covers this area.</li> <li>○ By their nature, a substantial proportion of the indicators within the new framework can be split by an individual officer's performance.</li> <li>○ We are working on different approaches for teams and performance indicators that do not fit this model.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>● <b>Establishing an effective performance management framework and culture;</b> <ul style="list-style-type: none"> <li>○ An 'introduction to performance management' series is being circulated to managers (3/4 updates complete) to discuss at team meetings to improve staff knowledge.</li> <li>○ A staff focus group was conducted to assess understanding of performance. This (or a similar exercise) will be repeated to test progress against creating a performance culture.</li> <li>○ A standard agenda for team meetings with a focus on performance management is being devised to ensure it is covered within team meetings, thus promoting a culture of performance management within the service.</li> <li>○ A number of performance management tools are being explored.</li> <li>○ A visible process for dealing with underperformance will be devised including exception reports.</li> <li>○ A bespoke performance management training package for managers is to be introduced with a performance aspect built in to induction process and mandatory training.</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>● <b>Reviewing reporting mechanisms and information</b> <ul style="list-style-type: none"> <li>○ A new performance report has been devised (1<sup>st</sup> issue – 20/10/2009) based on positive practice example form Hull City Council.</li> <li>○ The new report has received positive feedback from tenants, members and senior management.</li> <li>○ Performance management information is being improved significantly to ensure it used as well as possible.</li> <li>○ A more rigid process for reporting will be in place once first issue of the report is complete.</li> </ul> </li> </ul>

<ul style="list-style-type: none"> <li>• <b>Working with staff to deliver effective personal training plans that meet their needs and the needs of the service; and</b> <ul style="list-style-type: none"> <li>○ See Staff Training and Development section- Recommendation 7</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• <b>Taking steps to recruit to vacant posts.</b> <ul style="list-style-type: none"> <li>○ Assistant Director and Head of Service have been appointed. Selection process involved tenant representatives, members and officers. These appointments have provided capacity and leadership to the housing service.</li> <li>○ Neighbourhood and Strategic Housing services structure is currently under review as part of the corporate transformation programme, with outcomes likely in the near future. New structure will be developed from December 2009 to March 2010, for implementation in April 2010.</li> </ul> </li> </ul>

<b>RECOMMENDATION- R7(NCC)- to be implemented by November 2009</b>	
<b>Overall progress status</b>	
<b><i>Develop and implement staff training and development programme with;</i></b>	
<ul style="list-style-type: none"> <li>• <b>Management development plans and targets for each manager in line with management competences framework</b> <ul style="list-style-type: none"> <li>○ 91% of staff appraisals have been completed thought the housing service.</li> <li>○ From these training plans are being developed which will identify development targets for each manager.</li> <li>○ A draft framework for competencies for managers has been completed. These will align to the corporate priorities.</li> <li>○ Collated good examples of internal training plans and researching best practice from other organisations.</li> <li>○ Staff focus groups have been held to look at how induction training for managers, both internally to the housing service and corporately is delivered, in liaison with HR.</li> <li>○ Further staff focus groups to be held to agree competency framework and bespoke training plans.</li> <li>○ NVQ Level 3 in housing studies and NVQ2 in customer care have been arranged with the first cohort of training has taken place last month.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>• <b>Bespoke training plans and targets for each member of staff aligned to revised team plans and in line with required staff competencies framework</b> <ul style="list-style-type: none"> <li>○ 91% of staff appraisals have been completed thought the housing service.</li> <li>○ A draft framework for competencies for managers has been completed. These will align to the corporate priorities.</li> </ul> </li> </ul>	

- From these training plans are being developed along with identifying targets for each member of staff.
- Collated good examples of internal of training plans and best practice from other organisations.
- Staff focus groups have been held to look at how induction training, both internally to the housing service and corporately is delivered, in liaison with HR.
- Further staff focus groups to be held to agree competency framework and bespoke training plans.
- NVQ Level 3 in housing studies and NVQ2 in customer care have been arranged with the first cohort of training commenced last month.

<b>ALLOCATIONS &amp; LETTINGS RECOMMENDATION- to be implemented by October 2009.</b>	
<b>Overall progress status</b>	
<ul style="list-style-type: none"> <li>● <b>Ensure allocations through the CBL scheme have sufficient checks and audit trails throughout the process to demonstrate clearly that the tenancy has been correctly granted to the nominated applicant.</b> <ul style="list-style-type: none"> <li>○ Completed a feasibility study on the benefits of bringing call outs into the home option team and has been presented to the management team and Scrutiny Committee. Outcome is expected within the next two weeks.</li> <li>○ Agreement has been reached for 1 FTE member of staff from the customer contact team to be transferred to the home options team permanently to undertake the call-outs. Recruitment into this vacancy is on-going.</li> <li>○ Paper copy of the shortlist is scanned onto the property file as soon as it is completed.</li> <li>○ Audit acceptance tray on Comino is checked by the home options team leader to ensure that the tenancy has been correctly granted to an applicant on the shortlist. This completes the audit trail for allocations.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>● <b>Ensure that the policy and processes for allocations through the CBL are consistently followed:</b> <ul style="list-style-type: none"> <li>○ Having a quality assurance approach which ensures the same standard of record keeping and the same process is followed when allocating homes, regardless of whether the allocation is made by the Home Options Team or the Sheltered Housing Team.</li> <li>○ Control the arrangements whereby applicants' priority banding can be changed to ensure that the policy is consistently applied, the priority change is properly authorised and there are clear</li> </ul> </li> </ul>	

**ALLOCATIONS & LETTINGS RECOMMENDATION- to be implemented by October 2009.**

records supporting this priority.

- Improved record keeping for direct let properties so that it is transparent and clear why such a letting has taken place.
- Feasibility study completed exploring the possibility of incorporating sheltered housing into the main CBL allocation process. Awaiting outcome.
- Regular review meetings booked between home options team and sheltered housing team to discuss any issues surrounding CBL processes.
- Comino processes are now in place for sheltered housing providing a transparent and visible assessment and allocation process.
- Processes have been drawn up to tighten controls and ensure there are adequate and clear explanations in place where banding is changed. All users' permissions have been identified and are being monitored monthly.
- New sub-regional direct let panel arrangements implemented.
- All policies and procedures have been amended to reflect the changes made.

- **Take all reasonable steps to identify any applicants for housing where a conflict of interest could occur because of a staff or councillor connection, and ensure that the process for dealing with these cases is consistently followed with appropriate records maintained.**

- Reports are run monthly cross referencing the housing register and staff members to ensure records are up to date.
- A Comino process is now in place, as an auditable check, where a director agrees a member of staff / councillor/ associated family member allocation and signs it off.

- **Ensure that the published list of all properties let that week is up to date with all the properties let captured.**

- Through liaison, the neighbourhood teams are ensuring that the completion of a letting process is implemented correctly.
- A project team has been set up to explore issues around corrupt data between academy and abritas. As soon as the data is cleansed the 'recent lets' section on the published list of properties will be up to date. This includes the RSL's within the Norwich boundary. The project is due to be completed by the end November 2009.

**ALLOCATIONS & LETTINGS RECOMMENDATION- to be implemented by October 2009.**

- **Review the allocations procedure making improvements as necessary but in particular detailing how robust audit trails of lettings should be maintained and reflecting the recent changes in relation to direct lets.**
  - Internal procedures have been reviewed to ensure the integrity of CBL (direct lets, staff allocations, improved audit trails)
  - Sub regional review of CBL has commenced. Outcomes of which will be communicated early next year, but the internal review of the allocations and letting will help to shape and inform the sub regional review.
  - Home options Comino scripts and processes have been reviewed to increase efficiency and ensure transparency.
- **Examine the different ways in which tenancies are created, indentifying which officers are able to create or alter tenancies, and assess this to ensure that proper controls are in place and that there are appropriate authorisation levels for different types of tenancy.**
  - Controls have been put in place by home options and system support to monitor which Officers are creating tenancies.
  - Comino processes have been implemented to ensure all new tenancies are verified as correct by the home options team.
- **Strengthen performance management arrangements by:**
  - Identifying the performance information needed to effectively manage the service;
  - Identify the hierarchy of information and the appropriate levels to which it should be reported
  - Improving joint working between the various actions delivering the service to achieve consistency of approach and to share performance information to drive improvement;
  - Improving the accuracy of performance information so that managers can rely on it; and
  - Carry out regular reviews of the CBL scheme to assess how well it is meeting its objectives and report the outcomes of this, along with relevant performance information, to senior managers and Members.
  - Re-registration of CBL applications started on the 30<sup>th</sup> September'09 and is on-going.
  - The home options team leader attends the monthly void meetings. Other joint meetings include the CBL operational group, vulnerable users group, void group, and CBL managers group.
  - We are working alongside the HIP lead officers for performance and information management to build a performance management framework and to use the data to shape our service.
  - A project group has been formed to look at the relationship between



**ALLOCATIONS & LETTINGS RECOMMENDATION- to be implemented by October 2009.**

- CBL, voids and void improvement.
- Monthly CBL performance stats are collated and reported to team leaders and managers.
- A N14 avoidable contact action plan is in place which is monitored regularly and used as a performance measure.
- Regular team meetings where discussions on performance management are minuted.

**3. Key Lines of Enquiry(KLOE)**

- 3.1. 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

- 3.1 The KLOE will be used as a tool to assess progress towards achieving a 1 star (fair) service by April 2010.
- 3.2 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.
- 3.3 The assessments need to be challenged both internally and externally by tenants, including the City Wide Board. A presentation of progress to date will be made to the housing improvement board on the 23 November.

4. Given the timescales involved with the HIP, work is now in progress to develop a continuous service improvement plan, which will look at milestones and improvement to service areas from April 2010. In addition a peer review has been arranged for March 2010, which will help influence the framework of the continuous service improvement, together with ongoing work with the Key Lines of Enquiry.

**5. Summary**

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 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	23	60	1
5 tasks to be completed by April 2010	0	5	0

## Housing Improvement Project Plan Appendix A

Project Sponsor: Laura McGillivray

Senior Responsible Owner: Jerry Massey

Project Manager: Nigel Andrews

Updated: 02.11.09

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
<b>A</b>	<b>CONSULTATION, ENGAGEMENT AND VISION WORK AREA/THEME</b>  <b>Lead Officer: Sandra Franklin</b>							
<b>CONSULTATION FRAMEWORK</b>								
A.1	Develop programme of consultation and engagement with tenants, leaseholders, staff and stakeholders for the housing improvement project and the individual components.	15/05/09	17/06/09	n/a	n/a			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:	17/06/09	17/07/09	09/11/09	Lead Officer on medium term sick leave- interim LO identified and work progressed. Draft framework has been completed. Consultation with tenants' panel and CWB in progress		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	Andrew Wilson Sarah Loades Karen Carolan
A.2.1	Installing multiple access channels for engagement and participation	17/06/09	17/07/09	09/11/09	Delayed due to sickness. Will progress this work from outcomes of the consultation on the tenant involvement framework.		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	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	17/06/09	17/07/09	09/11/09	As above. A large proportion of this work has been completed with tenants – need to agree process by which to consult with		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	Andrew Wilson Sarah Loades Karen Carolan

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
					leaseholders’.			
A.2.3	Formulating a comprehensive and consistent systems of customer satisfaction surveying across the service	17/06/09	17/07/09	09/11/09	As above- Need to ensure that this is aligned to Customer Contact service objectives.		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	Andrew Wilson Sarah Loades Karen Carolan
A.2.4	Redeveloping the tenant compact	17/06/09	17/07/09	n/a	n/a		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	Andrew Wilson Sarah Loades Karen Carolan
A.2.5	Completion of an action plan for the tenant compact	17/06/09	17/07/09	14/11/09	As above.		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	Andrew Wilson Sarah Loades Karen Carolan
A.2.6	Establishing a leaseholders compact	17/06/09	17/07/09	13/11/09	As above- draft leaseholders compact in existence- but needs to be revisited. Mechanism of leaseholder engagement needs to be agreed.		<b>Audit Commission R1.1, R3.1 &amp; R6.1</b>	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	20/08/09	17/09/09	20/11/09	Work will be progressed when outcomes of tenants’ panel consultation on the tenants’ framework are known.		<b>Audit Commission R1.1</b>	
A.4	Draw up implementation plan for new ongoing consultation, engagement and involvement framework with project team (including supporting arrangements etc)	08/10/09	17/10/09	30/10/09	Tenants panel in place, draft tenant framework out to consultation, mystery shoppers and tenant inspectors being developed.		<b>Audit Commission R1.1</b>	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
A.5	Implement new ongoing consultation, engagement and involvement framework with tenants and leaseholders.	17/10/09	30/11/09	n/a	n/a		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	08/10/09	17/10/09	30/11/09	Tenants panel in place, draft tenant framework out to consultation, mystery shoppers and tenant inspectors being developed.			
<b>BLUE PRINT/ VISION FOR THE SERVICE</b> <b>Lead Officer: Sandra Franklin/Nigel Andrews</b>								
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.	15/06/09	17/07/09	19/10/09	n/a		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	20/07/09	21/08/09 (amended from 10/08/09)	28/09/09	Lead officer on medium term sick leave. Draft blueprint developed based on initial consultation results.		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)	20/07/09	10/08/09	22/10/09	Lead officer on medium term sick leave. Draft Tenant involvement framework out to consultation.		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)	20/07/09	10/08/09	20/11/09	Lead officer on medium term sick leave. Initial consultation results have informed service access and secondary consultation is awaited.(09/11/10)		Audit Commission R1.3, R1.4, R2.2, R2.3, R2.6	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
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)	20/07/09	10/08/09	20/11/09	Lead officer on medium term sick leave. Initial consultation results have informed tenancy and estate management and sign up processes.		<b>Audit Commission R3.3</b>	
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)	20/07/09	10/08/09	20/11/09	This will be included in the draft blueprint and revisited on completion of rents and arrears function in April 2010.		<b>Audit Commission R4.2, R4.3, R4.1, R4.4 &amp; R5.6</b>	
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)	20/07/09	10/08/09	01/01/10	This will form part of the voids process work, currently being undertaken.		<b>Audit Commission Allocation of Council Homes</b>	
A.13	Achieve sign off from housing improvement board members, CMT and executive for draft service blueprint/vision.	<b>21/08/09</b> (amended from 12/08/09)	<b>02/09/09</b> (amended from 12/08/09)	14/12/09	Draft blueprint to be finalised, to include consultation results.			
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	<b>03/09/09</b> (amended from 20/08/09)	17/09/09	21/12/09	Draft blueprint to be finalised, to include consultation results and complete diversity impact assessments.			
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	18/09/09	30/09/09	14/01/10				
A.16	Revise ongoing consultation, engagement and involvement framework in line with final blueprint/vision for service	1/10/09	08/10/09	14/01/10	As above			
A.17	Revise service access framework in line with final blueprint/vision for service	1/10/09	08/10/09	14/01/10			<b>Audit Commission R1.3, R1.4, R2.2, R2.3, R2.6</b>	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
A.18	Revise tenancy and estate management and sign up processes in line with final blueprint/vision for service	1/10/09	08/10/09	14/01/10			Audit Commission R3.3	
A.19	Revise rents and arrears function in line with final blueprint/vision for service	1/10/09	08/10/09	14/01/10			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	1/10/09	08/10/09	14/01/10			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	1/10/09	08/10/09	14/01/10				
<b>B</b>	<b>SERVICE ACCESS AND DELIVERY WORK AREA/THEME</b> Lead Officer: Andrew Wilson							
<b>SERVICE ACCESS</b>								
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:	01/06/09	31/07/09	n/a	n/a		Audit Commission R1.3, R2.3 & R2.6	
B.1.1	Comprehensive equalities and diversity information	01/06/09	31/07/09	n/a	n/a		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	01/06/09	31/07/09	n/a	n/a		Audit Commission R1.3, R2.3 & R2.6	
B.1.3	Effective mechanisms for adjusting services and access arrangements with clear targets	01/06/09	31/07/09	n/a	n/a		Audit Commission R1.3, R2.3 & R2.6	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
B.2	Implement new tenant profiling system to drive future service development and improvement	01/08/09	31/08/09 Must be fully implemented by Nov. 2009	n/a	n/a		<b>Audit Commission R1.3, R2.3 &amp; R2.6</b>	
B.3	Develop a new core set of performance indicators and management information (as determined through consultation with tenants and leaseholders), including:  Key tenant profiling data and targets including equalities and diversity data	01/08/09	31/08/09  Must be fully implemented by Nov. 2009	17/11/09	This works links to the performance & information management work theme. Work has been completed on tenant profiling data.		<b>Audit Commission R1.3, R2.3 &amp; R2.6</b>	Sarah Loades
B.4	Carry out comprehensive service access review, drawing on best practice, including:	15/06/09	17/07/09	n/a	Various service reviews have been completed.		<b>Audit Commission R1.4 &amp; R2.2</b>	Paul Sutton
B.4.1	Establishing who is unable to access services and what the barriers are.	15/06/09	17/07/09	20/11/09	This work is integral to the projects being undertaken corporately and should be completed by????		<b>Audit Commission R1.4 &amp; R2.2</b>	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)	15/06/09	17/07/09	20/11/09			<b>Audit Commission R1.4 &amp; R2.2</b>	Paul Sutton
B.4.3	Appropriate out of hours service provision	15/06/09	17/07/09	09/11/09	Consultation with tenants/leaseholders currently being undertaken.		<b>Audit Commission R1.4 &amp; R2.2</b>	Paul Sutton
B.4.4	Improving service literature and electronic information (leaflets, website etc)	15/06/09	17/07/09	09/11/09	Awaiting outcomes of consultation with tenants' panel on service access, including information and website.		<b>Audit Commission R1.4 &amp; R2.2</b>	Paul Sutton
B.4.5	Future use of neighbourhood housing surgeries (number, locations, services provided etc)	15/06/09	17/07/09	20/11/09	See B4.		<b>Audit Commission R1.4 &amp; R2.2</b>	Paul Sutton



Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	Current Status (Green/ Amber/ Red)	Link to supporting recommendation <i>(Identified in Audit Commission Recommendation R1– R6 or HQN report / consultants plan )</i>	Related priority action & supporting lead officers
B.4.6	Future use of neighbourhood home visits	15/06/09	17/07/09	n/a	n/a		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	15/06/09	17/07/09	n/a	n/a		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	20/08/09	17/09/09	13/11/09	Awaiting outcomes of consultation with tenants panel			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).	08/10/09	15/10/09	13/11/09	As above			E5 - Karen Carolan D2 - Sarah Loades
B.8	Implement new service access framework	16/10/09	30/11/09 Must be fully implemented by Nov. 2009	n/a	n/a			
TENANCY & ESTATE MANAGEMENT								
B.9	Carry out comprehensive service access review, drawing on best practice, including: •Usage/compliance with corporate complaints systems/standards. •Signage on estates	15/06/09	17/07/09	n/a	n/a			
B.10	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: •Use of new tenant packs •Risk assessments of potential tenancy failure •Support assessments and arrangements for	15/06/09	17/07/09	n/a	n/a		Audit Commission R3.3	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
	vulnerable tenants •Regulatory and purpose of estate inspections •Developing a clear role and purpose for estate walkabouts							
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	20/08/09	17/09/09	13/11/09	Awaiting feedback from tenants' panel.		<b>Audit Commission R3.3</b>	
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 )	08/10/09	15/10/09	31/03/10	This is on target given the 04/10 deadline.			
B.13	Implement new tenancy and estate management and sign up processes	16/10/09	28/02/10					
<b>Must be fully implemented by April 2010</b>								
<b>INCOME MANAGEMENT Must be fully implemented by April 2010</b>								
B.14	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: •HB entitlement assessments •Approach to rent account establishment	15/06/09	17/07/09	28/02/10	This action is not due to be completed until April 2010 as per the AC recommendations-although work has commenced across a number of the service areas.			
B.15	Carry out review of rents and arrears (income management) function, based on good practice, including:	15/06/09	17/07/09	28/02/10			<b>HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 &amp; R5.6</b>	
B.15.1	Effective processes for monitoring and analysis of causes of arrears	15/06/09	17/07/09	28/02/10			<b>HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 &amp; R5.6</b>	
B.15.2	Mechanisms for gathering and acting on regular feedback to ensure tenants are involved in shaping the service	15/06/09	17/07/09	28/02/10			<b>HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 &amp; R5.6</b>	
B.15.3	Determining approach to rent setting policy	15/06/09	17/07/09	28/02/10			<b>HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 &amp; R5.6</b>	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
B.15.4	Refocusing of resources on collection and prevention of arrears and taking steps to ensure that procedures are followed consistently	15/06/09	17/07/09	28/02/10			HQN / Audit Commission R4.2, R4.3, R4.1, R4.4 & R5.6	
B.15.5	Assessing options for rent payment incentives	15/06/09	17/07/09	28/02/10			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	15/06/09	17/07/09	28/02/10			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	20/08/09	17/09/09	20/03/10	As above			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)	08/10/09	15/10/09	15/03/10	As above			F5 - Karen Carolan D2 - Sarah Loades
B.18	Implement new rents and arrears function	16/10/09	30/11/09	31/03/10	As above			
<b>ANTISOCIAL BEHAVIOUR</b>								
B.19	Carry out review of tenancy and estate management and sign up processes, drawing on best practice, including: •Improving information about ASB services to ensure that tenants understand the approach	15/06/09	16/07/09	21/12/09	This work is subject to tenants' survey covering ASB and outcomes from that will be incorporated into the service review.		Audit Commission R3.2	
<b>VOIDS</b>								
B.20	Carry out review of voids process, drawing on good practice, including:	15/06/07	16/07/09	n/a	n/a		HQN	Paul Sutton Chris Haystead
B.20.1	Establishing an agreed lettable standard	15/06/07	16/07/09	30/11/09	A lettable standard needs to be reviewed		HQN	Paul Sutton Chris

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
					as part of the voids review process, consulted upon and published.			Haystead
B.20.2	Management of cost and benchmarking	15/06/07	16/07/09	30/11/09	Voids performance now managed by the head of service. Some benchmarking has been undertaken. Initial review highlighted further work required and broadening the scope of the project. Project team appointed.		HQN	Paul Sutton Chris Haystead
B.20.3	Establishing fast track procedure where limited work necessary	15/06/07	16/07/09	n/a	n/a		HQN	Paul Sutton Chris Haystead
B.20.4	Establishing a quality management system	15/06/07	16/07/09	30/11/09	As B20.2 Diversity Impact assessment needs to be completed on outcome of new process.		HQN	Paul Sutton Chris Haystead
B.21	Establish pilots for new voids process and carry out diversity impact assessments and feed results into A.15	20/08/09	17/09/09	30/11/09				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.	08/10/09	15/10/09	30/11/09				
B.23	Implement new voids process	16/10/09	30/11/09	1/12/09				
A.23	Revise service plan and team plans in line with new service access and delivery arrangements	08/10/09	15/10/09	30/11/09				
<b>CHOICE BASED LETTINGS</b> Lead Officer: Chris Haystead								

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
B.24	Review Choice Based Lettings Service 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: <ul style="list-style-type: none"> <li>•the main recommendations of the review are implemented</li> <li>•that policies and processes are followed consistently and that appropriate controls are in place to demonstrate the soundness of the letting service</li> </ul>	1/05/09	15/09/09	30/09/09	This review has been completed, subject to the outcomes of the Sub Regional review of CBL which should be completed in Jan, and the data cleanse which should be completed by the end of this month.		<b>Audit Commission Allocations Review</b>	Andrew Wilson
		<b>Must be fully implemented by October 2009</b>						
<b>C</b>	<b>VFM WORK AREA/THEME</b>  <b>Lead Officer: Paul Sutton</b>							
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: 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; <ul style="list-style-type: none"> <li>•clear responsibility for leading the reviews and a system for bringing in service improvement support to address poor VFM through developing alternative</li> </ul>	01/05/09	30/09/09	17/12/09	A large proportion of this work has been completed, but awaiting outcomes of consultation exercise with tenants to progress this and complete. Staff training has been identified and will be delivered shortly.		<b>HQN / Audit Commission R5.1, R5.3, R 5.4, R5.5, R5.6 &amp; R5.7</b>	D1 - Sarah Loades

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	Current Status (Green/ Amber/ Red)	Link to supporting recommendation <i>(Identified in Audit Commission Recommendation R1– R6 or HQN report / consultants plan )</i>	Related priority action & supporting lead officers
	methods of provision •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	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 blueprint/vision (as determined through consultation with tenants and leaseholders), including: •Key VFM data	01/09/09	30/10/09	n/a	n/a		Audit Commission R5.2	D1 - Sarah Loades
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: •Clear VFM targets informed by regular benchmarking	01/05/09	30/11/09	Need to ensure that this work is aligned to the corporate framework to achieve objective.			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: •effective monitoring of resource hungry stock •long term asset planning •clear procedure for planned and responsive maintenance •clear policy and procedure for decommissioning of assets	1/05/09	30/09/09	n/a	n/a		HQN	Andrew Wilson Chris Rayner
C.5	Ensure requirements of VFM strategy and asset management plan is fully fed into contract relet process	01/05/09	31/10/09	n/a	n/a			
D	PERFORMANCE AND INFORMATION MANAGEMENT WORK AREA/THEME  Lead Officer: Sarah Loades							

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
D.1	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: <ul style="list-style-type: none"> <li>•Key Nis</li> <li>•Key local PIs to test priorities in service blueprint/vision</li> <li>•Service standards</li> <li>•Key customer satisfaction PIs</li> </ul>	01/05/09	01/08/09 <b>Must be fully implemented by Nov. 2009</b>	09/10/09	Work was subject to outcomes of Plus4 covering a wide range of consultation topics.		<b>Audit Commission R1.2, R6.2 &amp; R6.6</b>	Paul Sutton Andrew Wilson
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"> <li>•Clear and consistent approach to target setting</li> <li>•Clear accountability and processes for regular and robust data collection and performance monitoring</li> <li>•High visibility performance targets aligned with priorities in final blueprint/vision with clear ownership for delivery</li> </ul>	01/07/09	01/10/09	17/11/09	Need to ensure that housing performance information is aligned to corporate framework- work ongoing.		<b>Audit Commission R6.3, R6.4. R6.5</b>	F2 - Karen Carolan C3 - Paul Sutton
<b>Must be fully implemented by November 2009</b>								
D.3	Carry out reviews of existing systems to determine options for better data integration and visibility across the service and wider organisation	01/05/09	30/10/09	30/11/09	Have undertaken a workshop with staff to indentify ways to improve data information. Performance framework has taken priority- need to review resources to progress this.			Karen Carolan
E	<b>STRUCTURES WORK AREA THEME</b>  <b>Lead Officer: Tracy John</b>							
E.1	Establish interim management structures including filling	01/05/09	15/06/09	n/a	n/a		<b>Audit</b>	

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
	vacant posts and finalise lead officers for each work area/themes in housing improvement project plan						<b>Commission R6.8</b>	
E.2	Carry out review of management structures following completion of final blueprint/vision for service and consult with staff and unions. (A15).	1/10/09	2/11/09	30/11/09	Review of management structures is part of the overall neighbourhood services review and transformation agenda-work ongoing.			Doug Wilkinson.
E.3	Revise as necessary following consultation and implement new management structure for service	3/11/09	31/01/10	31/03/10	Consultation process for restructure will be from mid Nov 09 to Dec 09, with implementation with effect from 01/4/10			
<b>F</b>	<b>STAFF TRAINING AND DEVELOPMENT WORK AREA/THEME</b>  <b>Lead Officer: Karen Carolan</b>							
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.	1/10/09	15/10/09	13/11/09	Change of lead officer. Draft blueprint has been developed. Skills audit preliminary work being completed, following appraisals		<b>HQN</b>	



Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
F.2	<p>Establish standard management and staff competencies frameworks within the service including:</p> <ul style="list-style-type: none"> <li>•Vision for service</li> <li>•Service priorities</li> <li>•Customer focus</li> <li>•Equalities and Diversity</li> <li>•Adult &amp; Child safeguarding responsibilities</li> <li>•VFM</li> <li>•Compliance with corporate policies, procedures and standards</li> </ul> <p>Line management standards (fortnightly 1-2-1s, monthly team meetings, annual appraisals etc)</p> <p>Need for effective two way cascade of information / communication.</p> <p>Performance management framework in line with D5</p>	1/08/09	31/08/09	13/11/09	Change of lead officer. Competency framework has been drafted for housing using best practice guidelines.			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 and that appropriate safeguards are in place and followed.	01/05/09	30/11/09	n/a	n/a		<b>Serious case review March 2009.</b>	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"> <li>•Establishing a rolling programmes of joint staff, contractor, tenant and leaseholder training sessions on key shared issues e.g. equalities and diversity</li> </ul>	01/09/09	30/09/09	11/12/09	Change in lead officer has affected the progress of this objective. However, work is in progress as to how to develop joint training with tenants, which will be informed by the outcomes of the consultation with the tenants' panel- awaiting outcomes.		<b>Audit Commission R2.4</b>	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"> <li>•Management development plans and targets for each manager in line with management</li> </ul>	01/05/09	30/11/09	n/a	n/a		<b>HQN / Audit Commission R6.7</b>	D2 - Sarah Loades

Ref	Priority Actions	Start	Original Finish	Revised Finish	Reason for revised timescale	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
	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	<b>Must be fully implemented by November 2009</b>						
<b>EQUALITY &amp; DIVERSITY WORK AREA/THEME</b>								
<b>Lead Officer: Nigel Andrews and Lead Officers</b>								
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	1/08/09	31/03/10	10/02/10	Revised timescales at the request of the HIB 28.09.10. Work in progress		<b>HQN</b>	
2	Establish protocol and monitoring procedures to ensure all contractors comply with the Council's equality and diversity policy	1/08/09	31/03/10	10/02/10	n/a		<b>Audit Commission R2.5</b>	
		<b>Must be fully implemented by March 2010</b>						
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.	1/08/09	31/03/10	10/02/10	Revised timescales at the request of the HIB 28.09.10. Work in progress		<b>Audit Commission R2.1</b>	
		<b>Must be fully implemented by March 2010</b>						

<b>Timescales (AC Recommendations)</b>	
<b>R1</b>	<b>November 2009</b>
<b>R2 – R4</b>	<b>April 2010</b>
<b>R5</b>	<b>November 2009</b>
<b>R6</b>	<b>November 2009</b>

<b>Status Key</b>	
	<b>Urgent- corrective action required</b>
	<b>Work advanced but target may be missed.</b>
	<b>On target</b>
	<b>Complete</b>

