

Appendix A

Housing Management Best Value Review Improvement Plan New and Existing Improvement Plan Actions to address Audit Commission Key Findings

1. 'The tenants compact is only available in English'

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
10.12	Distribute a summary version of the tenants compact to all tenants. Translate summary into key languages.	New	5% increase in customer satisfaction and participation.	1. Compact summary produced. 2. Summary version translated.	1. Satisfaction measured before and after – including satisfaction amongst BME tenants.	October 2004	BVPI 74 BVPI 75	£8000 To be met from existing Community Development budget.

2. 'Systematic customer satisfaction monitoring is very limited and there is no strategy to involve leaseholders'

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
9.11	Develop a range of customer satisfaction surveys to be used with the new IT system.	New	5% increase in customer satisfaction.	1. Systematic customer satisfaction monitoring is being undertaken. 2. The results of the monitoring are used to improve services.	1. Satisfaction measured before and after – including satisfaction amongst BME tenants.	November 2004	BVPI 74 BVPI 75	£500 To be met from existing staffing & IT budgets.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
3.9	Develop a mechanism for involving leaseholders in consultation and participation.	Existing	5% increase in leaseholder satisfaction and participation	1. Implement the mechanisms. 2. Leaseholders are participating in consultation and service development.	1. Satisfaction surveys before and after new mechanisms for participation are in place.	November 2004	BVPI 75	£1500 from existing community development budgets.
3.9a	Develop a leaseholders handbook.	New	5% increase in leaseholder satisfaction	1. Handbook issued to existing and new leaseholders	1. Satisfaction surveys before and after handbook issued. 2. Handbook issued.	November 2004	BVPI 74 BVPI 75	£2000 to be met from leaseholder service charges.
10.16	Prepare a tenant and leaseholder participation strategy to give a strategic direction to the development of this service.	New	5% increase in tenant and leaseholder satisfaction	1. Strategy is completed. 2. Development of the community development service	1. Satisfaction surveys before and after the strategy is in place.	December 2004	BVPI 75	£1000 from existing community development staffing budgets.

3. 'The need to provide more opportunity for tenants to be involved in managing the service performance'

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
10.10	Review tenant involvement in policy reviews, reviewing performance and how they can actively be involved in the planning and delivery of local services	Revised	5% increase in satisfaction with opportunity participation and the service provided.	1. Tenants are involved in reviewing policies and the management of service performance.	1. Satisfaction surveys before and after the strategy is in place.	October 2004	BVPI 74 BVPI 75	£500 To be met from existing Community Development budget.
9.5	Review the local performance indicators in conjunction with TARA's	Existing	5% increase in satisfaction with opportunity participation and the service provided. 10% increase in staff satisfaction.	1. Review completed to schedule. 2. 10% reduction in staff absence due to stress.	1. Staff satisfaction surveys before and after review. 2. Customer satisfaction before and after review.	January 2004 Now completed	BVPI 74 BVPI 75	None as completed.
9.1	Enhance the quality of performance data presented in quarterly audit reports to tenants	Existing	1.Improved performance 2. 5% increase in satisfaction with the opportunity to participate.	1. More tenant involvement in managing performance 2. Clearer and more meaningful performance information provided to tenants.	1. Customer satisfaction surveys before and after review.	June 2004 Now completed	BVPI 74 BVPI 75	None as completed.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
9.3	Enhance the use of mystery customer exercises	Existing	1. 5% increase in customer satisfaction with service. 2. Customers are assisting in monitoring standards of service.	1. Complete the enhancements. 2. Exercises are used to improve services.	1. Performance measured before and after. 2. Satisfaction measured before and after.	June 2004 Now Complete	BVPI 74 BVPI 75	None as now complete.
6.3	Enhance the role of the Tenant Inspectorate	Existing	1. 5% increase in customer satisfaction 2. 5% increase in satisfaction with participation	1. Complete the enhancements. 2. Exercises are used to improve services.	1. Performance measured before and after. 2. Satisfaction measured before and after.	June 2004 Now Complete	BVPI 74 BVPI 75	None as now complete.

4. 'Former tenant arrears are collected by a separate department and, in the opinion of the Audit Commission, do not form part of an overall strategic approach to arrears management'

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
7.11	Review the collection of former tenant arrears and assess the effectiveness of current arrangements	New	To have in place the most effective and efficient structure for collecting former tenant arrears.	1. Current methods for collecting former tenant arrears are challenged. 2. An assessment of collection methods	1. Review is completed on time. 2. % of former tenant arrears collected.	February 2005	BVPI 66a	£1000 To be met from existing staff resource budgets.

5. 'There is a lack of robust contract monitoring for estates services. Some communal cleaning contracts are in place but standards are not currently monitored'

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
9.6	Creation of a Contracts Monitoring Officer	Existing	5% increase in customer satisfaction	1. Contracts Monitoring Officer in place. 2. Active management of housing management services contracts.	1. Tenant satisfaction with the environment 2. Tenant satisfaction with participation opportunities regarding improvements to the environment	August 2004	BVPI 74 BVPI 75	To be determined as part of the housing management structure review
8.5	Review housing management requirements and standards during the re-letting of the grounds maintenance, estate warden and pest control contract.	New	5% increase in customer satisfaction	1. Stakeholder involvement in developing contract service standards. 2. New contract let with clearly defined standards.	1. Performance measured before and after. 2. Satisfaction measured before and after.	October 2004	BVPI 74 BVPI 75	£750 To be met from existing staffing budgets. New cost of contract yet to be determined.

6. 'There is a lack of clear strategic approach and direction in respect of voids management'

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
6.6	Develop a voids management strategy	Revised to include Audit Commission advice.	1. 10% reduction in average re-let times. 2. Improved business intelligence of the voids management service.	1. Completed fit for purpose voids management strategy. 2. Improved void management performance.	1. Average re-let times before and after. 2. Customer satisfaction with standard of void properties before and after. 3. % of rent lost through dwellings becoming vacant before and after.	October 2004	LCHS 10 LCHS 12 BVPI 75	£500 To be met from existing staffing budget.

7. 'Performance against audited indicators is weak in the key areas of arrears and voids'

Voids:

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
6.1	Escorted viewings for all vacant properties	Existing	1. 5% increase in customer satisfaction 2. 10% reduction in void times	1. Higher acceptance rate of offers made on properties 2. Increased customer satisfaction with the void management process. 3. Quicker re-let times. 4. Increased income to the council.	1. Average number of offers made on properties 2. Satisfaction of tenants with the void process	July 2004	BVPI 74 BVPI 75 LCHS 10 LCHS 12	This task will be completed by existing staff.
6.2	Pre-tenancy checks	Existing	5% increase in customer satisfaction	1. Accurate allocation of empty properties to applicants.	1. Tenant satisfaction with the void process before and after	July 2004	BVPI 74 BVPI 75 LCHS 10 LCHS 12	£500 from existing budgets.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
6.3	Enhance the role of the Tenant Inspectorate	Existing	1. 5% increase in customer satisfaction 2. 5% increase in satisfaction with participation	1. Commence enhancements of tenants inspectorate role. 2. 5% increase in the quality of ready to let properties. 3. 5% increase in new tenant satisfaction.	1. Quality of ready to lets before and after. 2. New tenant satisfaction with condition of property before and after.	May 2004 Now completed	BVPI 74 BVPI 75 LCHS 10 LCHS 12	None as already completed.
6.4	Quality checks on ready to let properties	Existing	5% increase in customer satisfaction	1. Introduce quality checks. 2. 10% reduction in the number of offer refusals due to the condition of the property. 3. 5% increase in new tenant satisfaction	1. Number of offer refusals due to condition before and after. 2. New tenant satisfaction with condition of property before and after.	May 2004 Quality checks will commence when Voids Officers in post.	BVPI 74 LCHS 10 LCHS 12	None directly.
6.5	Pre-termination checks	Existing	10% reduction in average re-let time	1. Process for pre-tenancy checks complete. 2. Quicker re-let times. 3. Increased income to the council. 4. 10% reduction in the non-recoverable expenditure on voids	1. Average re-let times before and after. 2. Cost of void repairs before and after. 3. Number of long term voids before and after.	May 2004 Pre-termination checks will commence when Voids Officers in post.	BVPI 74 LCHS 10 LCHS 12	Should ensure savings on void repair costs. Cost of implementing checks forms part of the housing management structure review.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
6.7	Prepare a training programme to inform staff of new void procedures including void standard.	New	1. 10% reduction in average re-let time 2. 5% increase in customer satisfaction 3. 10% increase in staff satisfaction	1. Increase in staff knowledge of the voids process. 2. 10% increase in customer satisfaction with staff knowledge. 3. Quicker re-let times.	1. Average re-let times before and after. 2. Satisfaction of tenants with the void process before and after. 3. % of rent lost through dwellings becoming vacant before and after	July 2004	BVPI 74 LCHS 10 LCHS 12	None Directly
6.8	Prepare a method for setting void re-let time targets for each housing management team. Set targets for Voids Officers.	New	1. 10% reduction in average re-let time	1. Quicker re-let times. 2. Increased income to the council.	1. Average re-let times before and after. 2. % of rent lost through dwellings becoming vacant before and after	October 2004	LCHS 10 LCHS 12	None Directly
1.1	Restructure the Housing Management Service (Creation of 5 Voids Officer Posts and 1 senior voids officer)	Existing	1. 10% reduction in average re-let time 2. 5% increase in customer satisfaction	1. Restructure completed. 2. New void management posts in place.	1. Average re-let times before and after. 2. Satisfaction of tenants with the void process before and after. 3. % of rent lost through dwellings becoming vacant before and after	August 2004	BVPI 74 LCHS 10 LCHS 12	The cost of restructuring the service will broadly be neutral with the deletion of some existing posts and efficiencies made.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
9.14	Implement a comprehensive performance management framework.	New	1. Improved performance against all indicators. 2. 5% increase in customer satisfaction 3. 10% increase in staff satisfaction	1. Improved services. 2. Increased income to HRA. 3. Improved staff motivation. 4. Customers receive excellent services	1. Customer & staff satisfaction surveys before and after. 2. Business plan indicators.	December 2004	All	£2000 from existing staffing budgets

Arrears:

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
7.1	Pre-tenancy counselling	Existing	Reduce rent arrears to £1.5m by 2005	1. Pre-tenancy counselling introduced. 2. 10% reduction in tenancies failing in their first year due to rent arrears 3. Increased income to the HRA	1. Number of tenancies failing in the first year before and after. 2. % of rent collected.	August 2004	BVPI 66a	Existing staffing budgets.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
7.2	Review the use of direct debits and standing orders	Existing	Reduce rent arrears to £1.5m by 2005	1. Greater flexibility for customers paying by these methods. 2. 10% increase in tenants paying by direct debit or standing order	1. Number of tenants paying by Direct Debit or Standing Order. 2. % of rent collected.	April 2004 Now Completed	BVPI 66a	None as completed.
7.3	Enhanced IT system	Existing	Reduce rent arrears to £1.5m by 2005	1. New IT system implemented. 2. 10% increase in staff satisfaction with IT	1. Staff satisfaction surveys before and after. 2. % of rent collected.	December 2003 New rent accounting system in place	BVPI 66a	Money was allocated as part of IT purchase package.
7.4	Rent arrears strategy	Existing	Reduce rent arrears to £1.5m by 2005	1. Implement the strategy.	1. % or rent collected before and after.	Jan 2004 Strategy now in place	BVPI 66a	None as completed
7.5	Review of rent management policy	Existing	Reduce rent arrears to £1.5m by 2005	1. 10% increase in staff satisfaction with their ability to manage debt. 2. 5% increase in tenant satisfaction 3. Increased income to the HRA	1. % or rent collected before and after. 2. Staff and tenant satisfaction before and after.	Jan 2004 Policy in place.	BVPI 66a	None as completed

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
7.6	Rent arrears training for all staff	Existing	1. Reduce rent arrears to £1.5m by 2005 2. 5% increase in customer satisfaction.	1. 10% increase in staff satisfaction with training. 2. 10% increase in staff knowledge 3. 5% increase in tenant satisfaction with staff knowledge 4. Increased income to the HRA	1. % or rent collected before and after. 2. Staff and tenant satisfaction before and after. 3. Staff competency levels before and after	Oct 2003 and ongoing – Next scheduled training to include HB training in August 2004	BVPI 66a BVPI 74	£800
7.7	Introduction of Debt Advice Officers	Revised	1. Reduce rent arrears to £1.5m by 2005 2. 5% increase in customer satisfaction.	1. Debt advisers in post. 2. Quality money advice available to tenants.	1. Customer satisfaction surveys before and after. 2. % of rent collected.	August 2004	BVPI 66a BVPI 74	NRF bid
7.8	Cease collection of water rates	Existing	1. Reduce rent arrears to £1.5m by 2005	1. Collection of water rates stops.	1. % or rent collected before and after.	Water Rate collection ceased in April 2004	BVPI 66a	None directly. Resource issue form part of staffing structure review.

No.	Task	Existing, Revised or New	Outcome	Outputs	Measured By	Target Completion Date	Local and National PI	Resource Implication
7.9	Develop the use of the recently purchased Housing Benefit calculator. Put in place a process for evaluating impact of this tool.	New	1. Reduce rent arrears to £1.5m by 2005 2. 5% increase in customer satisfaction.	1. HB calculator available to all housing management staff. 2. Training has been provided for staff on using the calculator. 3. Customers are given good housing benefit entitlement estimates when visiting area offices.	1. Customer satisfaction surveys before and after. 2. % of rent collected.	HB calculator is now in use at the area offices	BVPI 66a BVPI 74	None as completed
7.10	Assist in the completion of a corporate debt policy. Evaluate impact on rent management policies.	New	1. Reduce rent arrears to £1.5m by 2005 2. 5% increase in customer satisfaction.	1. % of rent collected increases.	1. Customer satisfaction surveys before and after. 2. % of rent collected.	November 2004	BVPI 66a BVPI 74	£750 from existing staffing budgets.
9.14	Implement a comprehensive performance management framework.	New	1. Improved performance against all indicators. 2. 5% increase in customer satisfaction 3. 10% increase in staff satisfaction	1. Improved services. 2. Increased income to HRA. 3. Improved staff motivation. 4. Customers receive excellent services	1. Customer & staff satisfaction surveys before and after. 2. Business plan indicators.	December 2004	All	£2000 from existing staffing budgets