

**HOUSING PANEL**

**DATE:** 8<sup>TH</sup> OCTOBER 2002

**SUBJECT:** HOUSING LANDLORD SERVICES BEST VALUE REVIEW

**REPORT BY:** HEAD OF HOUSING LANDLORD SERVICES

**CONTACT OFFICER:** Christine Ansell 546202

**IMPLICATIONS:**

LEGAL	STAFFING
EQUALITIES	COMMUNITY SAFETY
FINANCIAL	RISKS
OTHER	

**CONSULTATIONS:**

COUNCILLORS CONSULTED	SCRUTINY COMMITTEE CONSULTED
STAKEHOLDERS CONSULTED	OTHER

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**WARDS AFFECTED:** ALL

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**RECOMMENDATION(S)**

1. The Panel is recommended to note the 2 stars awarded to the Housing Landlord Service following its Best Value Review, and to note the contents of the Improvement Plan and to make any appropriate recommendations to the Executive.

**REPORT**

2. Housing Landlord Services recently completed a Best Value Review and has been inspected by the Housing Inspectorate at the Audit Commission.
3. The Inspectors found that services provided to tenants are good and awarded the Council's first two star rating. A Summary of the Audit Commission's findings is attached.
4. The Best Value Improvement Plan is attached for comments. The individual projects will be taken through Executive and the Tenants Consultative Committee for approval prior to implementation where required.

## **APPENDIX**

5. Audit Commission Summary
6. Best Value Improvement Plan

## **BACKGROUND PAPERS**

7. Housing Best Value Review.

## **Luton scores two stars for landlord services**

The housing landlord services provided by Luton Borough Council are good and have promising prospects for improvement, according to an independent report released today by the Audit Commission.

The Audit Commission inspection team gave the service two stars because tenants have easy access to services through the area offices and there is a good range of information available.

Martin Palmer, Lead Housing Inspector, Central Region, said:

“The inspection team found an enthusiasm for improvement to services from councillors and staff at all levels. The council has used best value reviews to challenge the way in which services are provided and identify improvements.”

“Extensive comparison was made with other providers including local authorities, housing associations and the private sector and consultation took place with customers and other stakeholders to ensure changes will deliver real improvements to users of the service.”

The inspection report highlights a number of key strengths:

- repairs are completed quickly and effectively through a multi-skilled workforce, leading to high tenant satisfaction with the service;
- there is a strong tenant participation framework in place through tenants' and residents' associations, area tenant panels and the tenants' consultative committee, with tenants able to influence housing issues and monitor performance;
- the service has developed a range of responses to anti-social behaviour and has a dedicated nuisance team.

However a number of aspects require further attention:

- the council needs to look at how accessible the service is to black and minority ethnic users. The availability of translated leaflets and interpreting is limited;
- Standards of cleaning between high- and low- rise blocks of flats are inconsistent;
- some housing estates have a poor environment and appearance with problems of vandalism, litter, dumped rubbish, abandoned vehicles and grounds maintenance.

To help the service improve, inspectors made a number of recommendations, including:

- work with the newly formed Black and Minority Ethnic Tenants' and Residents' Association to identify the issues of access to services for these groups and develop strategies to ensure equality of service provision;
- develop a corporate pro-active approach to tackle problems of vandalism, rubbish and grounds maintenance with clear strategies, actions and lines of accountability;
- deliver an adequate and consistent cleaning service across housing estates and introduce robust monitoring arrangements.

The service areas covered in this inspection were repairs, gas maintenance, planned and cyclical maintenance, refurbishment and modernisation, tenant participation service, empty property management, tenancy management, building cleaning and estate services.

## Appendix 2: Improvement Plan

### Glossary

HDL	Head of Housing Landlord	AS	Area Surveyor
PMM	Property Maintenance Manager	HNM	Housing Needs Manager
DHM	District Housing Manager	TPO	Tenant Participation Officer
AHM	Area Housing Manager	DLO M	Direct Works Organisation Manager
HDS	Head of Housing Strategy	CBM1, CBM2 etc	Links improvement to key issue of Cleaning and Block Mgmt
MO	Monitoring Officer	EM1, EM2 etc	Links to the key issue of estate management
R1, R2, R3 etc	Links the improvement to the action point identified as a result of analysis of the key issue of repairs	V1, V2, V3, etc	Links the improvement to the action point identified as a result of analysis of the key issue of voids
HMC1,HMC2 etc	Link to the key issue of management costs	A1, A2, A3	Links to the key issue of anti social behaviour
TP1. TP2 etc	Links to the key issue of tenant participation		

### Key improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
1. Review repairs and voids schedules  <i>Overall Lead: Alan Keers, PMM</i>	V1 R11	<ul style="list-style-type: none"> <li>Review existing schedules, identify gaps, reduce day work, enhance value for money by March 2003</li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers, PMM</li> </ul>	March 2003	No additional cost
2. Retender repairs and voids contracts on tender or partnership basis  <b>Critical improvement</b>  <i>Overall Lead: Christine Ansell, HDL</i>	V2 R12	<ul style="list-style-type: none"> <li>Investigate partnership options by <b>end of Sept 2003</b></li> <li>Consult with tenants and Members on which option to pursue by <b>end of October 2003</b></li> <li>Prepare specification and tender/partnership documents, decide on packaging, tender and evaluate bids <b>November 2002 to June 2004</b></li> <li>Award contract or partnership by <b>end of June 2004</b></li> <li>Setting up time for contract or partnership/ <b>July to Sept 2004</b></li> <li>New contract or partnership starts <b>October 2004</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers, PMM</li> <li>Christine Ansell HDL</li> <li>Alan Keers PMM</li> <li>Christine Ansell HDL/Executive</li> <li>Alan Keers PMM</li> </ul>	October 2004	No additional cost  The aim is to deliver savings

## Key improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
3. Move visit from registration stage to pre offer stage where possible to reduce numbers of refusals, numbers of no contact and increase numbers of properties accepted on first offer to 82% by 2007  <i>Overall lead: Carol Rooker, DHM</i>	V5	<ul style="list-style-type: none"> <li>Consult with applicants via consultation on allocations policy review by <b>September 2002</b></li> <li>Revise procedure by <b>end September 2002</b></li> <li>Operate from <b>end September 2002</b></li> <li>Increase number of properties accepted on first offer to 75% by March 2004 and to 82% by March 2007</li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell/ Mike McMahon HDS</li> <li>C Rooker, DHM</li> <li>C Rooker, DHM</li> </ul>	March 2007	No additional cost
4. Complete review of allocations policy and review number of offers to be made <b>Critical improvement</b> <i>Overall lead: M McMahon HDS</i>	V5	<ul style="list-style-type: none"> <li>Complete review by <b>April 2003</b></li> <li>Implement during by <b>September 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	September 2003	No additional cost
5. Transfer allocations function to Housing Landlord Division  <i>Overall Lead: Christine Ansell HDL</i>	V15	<ul style="list-style-type: none"> <li>Consult with staff and unions <b>Autumn 2002</b></li> <li>Implement from <b>January 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	September 2002	No additional cost
6. Review structure of support for surveyors and inspectors in area teams and move away from generic support to specialist support to reduce administration burden on surveyors  <i>Overall Lead: Christine Ansell HDL</i>	V6 R6 R22	<ul style="list-style-type: none"> <li>Review structure by <b>October 2002</b></li> <li>Consult with staff and unions by <b>October 2002</b></li> <li>Implement from <b>November 2002</b></li> <li>Review post inspection system, targets and performance by October 2002 and achieve 50% improvement by March 2003 and full target achievement by June 2003 once call centre fully operational for taking repairs</li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	November 2002	No additional cost
7. Introduce formal pre allocation system <b>Critical improvement</b> <i>Overall lead: Christine Ansell HDL</i>	V7	<ul style="list-style-type: none"> <li>Widen telephone checking from <b>July 2002</b></li> <li>Revise procedures by <b>September 2002</b></li> <li>Staff training <b>Sept/October 2002</b></li> <li>Implement from end of <b>October 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Mike Dolan HNM</li> <li>Christine Ansell HDL</li> </ul>	End of October 2002	No additional cost

## Key improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
8. Complete Review of Lettable standard  <i>Overall lead Christine Ansell HDL</i>	V10	<ul style="list-style-type: none"> <li>Complete consultation exercise by end July 2002</li> <li>Produce final standard in consultation with TCC by September 2002</li> <li>Staff training October 2002</li> <li>Implement November 2002</li> <li>Produce new procedures for surveyors and inspectors by November 2002</li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell./Alan Keers</li> </ul>	November 2002	No additional cost
9. Reduce Number of repairs done within 24 hours to 10% by January 2003  <b>Critical improvement</b>  <i>Overall lead Alan Keers PMM</i>	R1	<ul style="list-style-type: none"> <li>Review repair categories by <b>September 2002</b></li> <li>Consult TCC and Tenant Panels in <b>October 2002</b></li> <li>Consult tenants at large through <b>Autumn</b> edition of Housing Matters</li> <li>Finalise proposals and obtain Executive approval <b>December 2002</b></li> <li>Training for all those ordering repairs in <b>January 2003</b></li> <li>Introduce <b>January 2003</b></li> <li>Revised leaflets produced for tenants <b>January 2003</b></li> <li>Head of Service to hold quarterly monitoring meetings with DHM, AHM AS PMM to examine those repairs ordered for completion as an emergency within 24 hours from <b>September 2002</b></li> <li>Hold six monthly workshops for all staff ordering repairs from <b>December 2002</b> to ensure procedures being followed and to identify any corrective/preventative action</li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> <li>AHMs / HDL</li> <li>John Russell TPO</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Christine Ansell HDL</li> <li>Alan Keers PMM</li> </ul>	January 2003	No additional cost

## Key improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
10. Increase revenue spend on planned repairs to 60%	R2 R7 R4	<ul style="list-style-type: none"> <li>Review repairs categories by <b>September 2002</b> and follow timetable above for introduction</li> <li>Analyse repairs currently being done as responsive which should be planned by end of <b>September 2002</b></li> <li>Develop system of call down contracts for these repairs using “flag” on the computer to identify them (so they do not get lost in the system), producing written procedures on tendering timetable and criteria by <b>February 2003</b></li> <li>Consult tenants and housing panel by <b>March 2003</b></li> <li>Obtain Executive approval for implementation from <b>April 2003</b></li> <li>Revise authorisation levels for ordering responsive repairs so that repairs over £100 need authorisation by <b>July 2002</b></li> <li>Introduce system of Variation orders by <b>November 2002</b></li> <li>Head of Service to hold quarterly monitoring meetings with DHM, AHM, AS, PMM to examine those repairs as responsive costing more than £250 from <b>September 2002</b></li> <li>Quarterly performance meetings to be held to review latest position/trends/problems/identify corrective and preventative action. Meetings to be attended by AHMs, AS,s , DHMs, PMM. HDL and MOs – first meeting was in <b>May 2002</b></li> <li>Hold half yearly workshops for all repairs ordering staff to ensure procedures being followed and to identify any corrective or preventative action necessary to keep on track from December 2002</li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Christine Ansell HDL</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Christine Ansell HDL</li> <li>Christine Ansell HDL</li> <li>Christine Ansell HDL</li> </ul>	Full effects in 2003/2004	May be additional costs for IT as a result of the flag but these will be met from existing budget.
<i>Overall lead Christine Ansell HDL</i>	R14				



## Key improvements

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11. Obtain competitive quotes for all planned work over £2,000 <b>Critical improvement</b> <i>Overall lead Alan Keers PMM</i>	R2	Tender all planned work and do not give to DLO unless DLO price has been market tested as competitive.	• Alan Keers PMM	2002/2003 onwards	Additional advertising costs to be met from existing budget
12. Enhance post inspections <i>Overall lead Alan Keers PMM</i>	R9	<ul style="list-style-type: none"> <li>Use existing vacant trainee post as a PATH trainee surveyor for post inspections to provide dedicated resource. Aim to have in post by <b>October 2002</b>. Use for two areas of the town. Also contributes towards Equality objectives of achieving representative workforce.</li> <li>Investigate outsourcing of post inspections for the remaining two areas to compare value for money and quality by <b>December 2002</b></li> <li>Evaluate and obtain Executive approval by March 2003 and commence operation from <b>April 2004</b></li> <li>Second DLO employee to commence post inspections by end of <b>July 2002</b> on 9 month temporary basis</li> <li>Review all resources for all types of inspection as a result of process mapping exercise for call centre and restructure from <b>December 2002</b> for implementation <b>April 2004</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> <li>Roland Whitbread DLO M</li> <li>Christine Ansell HDL</li> </ul>	By October 2002  April 2004 July 2002 April 2004	Use of existing vacant post.  Will be funded by remaining trainee post which will be left unfilled Funded from vacant posts  Corporate funding for process mapping consultancy

## Key improvements

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13. Introduce repairs appointments systems <b>Critical improvement</b> <b>Overall lead: Alan Keers PMM</b>	R10	<ul style="list-style-type: none"> <li>Ensure all teams offering inspections by appointment by <b>September 2002</b></li> <li>Introduce repairs appointments system via the call centre by the end of <b>November 2003</b>. This will entail commissioning , designing and implementing IT.</li> </ul>	<ul style="list-style-type: none"> <li>AHMs</li> <li>Alan Keers PMM</li> </ul>	November 2003	Budgetary provision of £45,000
14. Carry out consultancy study of DLO <b>Critical improvement</b> <b>Overall lead: C Ansell HDL</b>	R15	<ul style="list-style-type: none"> <li>Complete by <b>December 2002</b> to inform budget process</li> <li>Implement findings from <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	April 2003	Corporate budget of £10,00 has been allocated to this project
15. Review effectiveness of Gas Servicing Action Plan Overall lead: Alan Keers PMM	R20	<ul style="list-style-type: none"> <li>Produce revised action plan by <b>September 2002</b></li> </ul> <p>Tenant Representatives have offered to assist in delivery of final warning letters and action plan will consider this as part of the proposals.</p>	<ul style="list-style-type: none"> <li>Alan Keers PMM/R Whitbread DLO M</li> </ul>	September 2003	Weekend and evening servicing will be paid for out of existing overtime budgets which will be sufficient.
16. Implement Call Centre and Contact centre to deal with repairs ordering and front line enquiries into voids and repairs <b>Overall lead Christine Ansell HDL</b>	R23	<ul style="list-style-type: none"> <li>Meet requirements of corporate project by process mapping, revising procedures, staff training, staff relocation and restructuring</li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	End of August 2003	Corporate budget
17. Review number of housing offices making one office a satellite of another to save £100,000 <b>Critical improvement</b> <b>Overall lead Christine Ansell HDL</b>	HMC1	<ul style="list-style-type: none"> <li>Review structure of offices and consult by <b>December 2002</b></li> <li>Executive <b>January 2003</b></li> <li>Implement April 2003</li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	April 2003	No additional cost
18. Review Night Block Manager and Day Block Manager <b>Overall lead: Christine Ansell, HDL</b> <b>Critical improvement</b>	HMC2 A4 CBM2 EM2, EM3	<ul style="list-style-type: none"> <li>Review and consult by <b>November 2002</b></li> <li>Executive <b>January 2003</b></li> <li>Implement <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	April 2003	No additional cost

## Key Improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
19. Support service costs to reduce by the 50 pence they increased by 2007 due to the Best Value Review into support services and support service challenge clinics. Aim to save £234,000 <b>Critical improvement</b> <i>Overall lead: Christine Ansell HDL</i>	HMC3	<ul style="list-style-type: none"> <li>Hold support service challenge clinics into IM, HR, Finance and Legal costs by <b>November 2002</b></li> <li>Incorporate changes arising from these into the budget process from <b>November 2002</b> and implement with effect from <b>April 2003</b></li> <li>Best Value Review into Support Services full effect of implementation by <b>April 2004</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	April 2004	No additional cost
20. Review structure in light of continuing right to buy and reduce management areas to 2 by 2007 And aim to save £375,000 <b>Critical improvement</b> <i>Overall lead: Christine Ansell HDL</i>	HMC4	<ul style="list-style-type: none"> <li>Review structure in light of right to buy in <b>November</b> of each year from <b>2002 to 2003</b> as part of the budget preparation for the following year and restructure and reprovision to take account of sold properties and continuing loss of income.</li> <li><b>By 2005</b> aim to save £155,000 of the total</li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	2007	No additional cost
21. Introduce new nuisance/anti social behaviour strategy  <i>Overall lead, Carol Rooker, DHM</i>	A1 A2 A3 CBM6	<ul style="list-style-type: none"> <li>Complete draft and consult by <b>October 2002</b></li> <li>Produce finalized strategy and procedures by <b>December 2002</b>, including revised local performance indicators.</li> <li>Introduce procedures and strategy through a series of staff training workshops in <b>December 2002</b> and <b>January 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	January 2003	No additional cost
22. Resubmit street warden scheme to New Deal Board <i>Overall lead: Christine Ansell HDL</i>	A10 EM6	<ul style="list-style-type: none"> <li>Resubmit by <b>August 2002</b> for implementation from <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	April 2003	Additional cost to be met by New Deal funding
23. Revise specification and retender the cleaning contract for the flats communal areas <b>Critical improvement</b> <i>Overall lead: Christine Ansell, HDL</i>	HBM1	<ul style="list-style-type: none"> <li>Produce revised specification by <b>November 2002</b></li> <li>New contract to commence <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> <li>Christine Ansell HDL</li> </ul>	April 2003	No additional costs

## Key Improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
24. Improve performance monitoring, track that improvements are being made in satisfaction levels and complaints and issue service standards (cleaning & block mgmt) <b>Overall lead; Ed Butler, DHM</b>	CBM4	New performance framework in operation by <b>October 2002</b>	<ul style="list-style-type: none"> <li>Ed Butler, DHM</li> </ul>	System in place by October 2002	No additional cost
25. Develop vandalism prevention strategy and incorporate into Anti <i>Social behaviour strategy</i> <b>Overall lead Carol Rooker DHM</b>	CBM6 EM7	Complete and consult on draft <b>by October 2002</b> Produce finalized strategy <b>by December 2002</b> Implement from <b>January 2003</b>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>		
26. Portfolio holder and Chair of Housing Panel to be members of the elected Tenants Committee <b>Overall lead: Christine Ansell HDL</b>	TP7	<ul style="list-style-type: none"> <li>Consult with tenants in September and October 2002</li> <li>Executive approval January 2003</li> <li>Implement from new Council Year in May 2003</li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	<ul style="list-style-type: none"> <li>May 2003</li> </ul>	No additional cost
27. Carry out annual training audit of tenant representatives training needs  <b>Overall lead: Carol Rooker DHM</b>	TP1	<ul style="list-style-type: none"> <li>Design audit October of each year</li> <li>Carry out audit November of each year</li> <li>Analyse results and prepare training strategy and training plan by March of each year</li> <li>Carry out training over 12 month period</li> </ul>	<ul style="list-style-type: none"> <li>John Russell, TPO</li> </ul>	On going	Within existing tenant training budget
28. Set up Young Persons TARA <b>Overall lead: Carol Rooker DHM</b>	TP2 E7	<ul style="list-style-type: none"> <li>Set up by 2005</li> </ul>	<ul style="list-style-type: none"> <li>John Russell TPO</li> </ul>	2005	Existing budgets
29. Set up two generic estate based TARAs <b>Overall lead: Carol Rooker, DHM</b>	TP3	<ul style="list-style-type: none"> <li>Set up by 2005</li> </ul>	<ul style="list-style-type: none"> <li>John Russell TPO</li> </ul>	2005	Existing budgets
30. Develop new communication strategy for tenant participation <b>Overall lead: Carol Rooker, DHM</b>	TP5	<ul style="list-style-type: none"> <li>Produce draft strategy by March 2003</li> <li>Consult tenants April 2003</li> <li>Implement June 2003</li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	June 2003	Existing printing and tenant participation budget
31. Review and produce revised tenant participation strategy <b>Overall lead: Carol Rooker, DHM</b>	TP7	<ul style="list-style-type: none"> <li>Review existing strategy by June 2003</li> <li>Produce revision by September 2003</li> <li>Consult September to November 2003</li> <li>Implement January 2004</li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	January 2004	Existing tenant participation budget

## Key improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	<u>Completion date</u>	Cost
32. Review equalities monitoring to ensure this is in place in all areas  <b>Overall lead: Ed Butler, DHM</b>	E1	<ul style="list-style-type: none"> <li>Identify gaps by October 2002</li> <li>Design monitoring and begin gathering by December 2002</li> </ul>	Ed Butler, DHM	December 2002	No additional cost
33. Review service plan to ensure steps in place to reach level 5 of CRE standard <b>Overall lead: Christine Ansell HDL</b>	E6	<ul style="list-style-type: none"> <li>Review and identify gaps for level 3 by end of September 2002</li> <li>Implement October 2002 to achieve level 3</li> <li>December 2002 onwards plan for level 5</li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	2005	No additional cost
34. Review policy and procedures on the management of garages  <b>Overall lead: Christine Ansell HDL</b>	EM9	<ul style="list-style-type: none"> <li>Set up review group by December 2002</li> <li>Review allocations, repair, use, tied garages by May 2003</li> <li>Implement from September 2003</li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	September 2003	Within existing resources – may release resources for development sites

## Other improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
35. Review completion targets for voids by increasing the cash value of voids included in the 5, 10 and 15 day turnaround time  <i>Overall lead: Alan Keers, PMM</i>	V3	<ul style="list-style-type: none"> <li>Consultation completed by <b>end of September 2002</b></li> <li>Implement from <b>October 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers, PMM</li> </ul>	End of October 2002	No additional cost
36. Introduce pre termination visits for council tenants  <i>Overall lead: Carol Rooker, DHM</i>	V4 E5	<ul style="list-style-type: none"> <li>Procedures prepared by <b>end of September 2001</b></li> <li>Staff training via series of voids workshop sessions for all staff in <b>October 2002</b></li> <li>Publicise in Housing Matters <b>Autumn edition</b></li> <li>Implement from <b>November 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> <li>Carol Rooker, DHM</li> <li>John Russell TPO</li> <li>Area Managers</li> </ul>	November 2002	No additional cost
37. Introduce system for monitoring whether new tenants are satisfied with the standard of the void/new home/lettings process  <i>Overall lead: Ed Butler DHM</i>	V8 E5	<ul style="list-style-type: none"> <li>Devise system by <b>September 2002</b></li> <li>Implement from <b>November 2002</b> (allowing for printing)</li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler DHM</li> </ul>		Additional cost for printing will be met from existing budgets. Monitoring will be done by existing staff
38. Carry out survey to investigate further reasons for dissatisfaction with voids and lettings process  <i>Overall lead, Ed Butler, DHM</i>	V9	<ul style="list-style-type: none"> <li>Survey documents to be prepared by <b>end of October 2002</b> – to go out with autumn edition of Housing Matters</li> <li><b>November to December</b> analyse results</li> <li>Produce action plan by beginning of <b>January 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler DHM</li> </ul>	By January 2003	Costs anticipated to be below £1,000 and can be met from within existing budgets

## Other Improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
39. Encourage tenants to give four weeks notice  <i>Overall lead Carol Rooker, DHM</i>	V11	<ul style="list-style-type: none"> <li>Publicise requirement in <b>Autumn</b> edition of Housing Matters and highlight benefits to the council</li> <li>Produce standard tenant notice to quit forms to facilitate this</li> <li>Produce posters for housing officers <b>by November 2002</b></li> <li>Produce new leaflet for tenants on how to end their tenancy by <b>November 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>John Russell, TPO</li> <li>Christine Ansell HDL</li> <li>Carol Rooker DHM</li> <li>Carol Rooker DHM</li> </ul>	November 2002	<p>No additional cost</p> <p>Poster and leaflet costs from existing budgets</p>
40. Ensure cleaners become part of voids team <i>Overall lead: Roland Whitbread DLO M</i>	V12	<ul style="list-style-type: none"> <li>Consult and implement from <b>October 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Roland Whitbread DLO M</li> </ul>		
41. Reduce time taken for voids works to commence  <i>Overall lead: Alan Keers, PMM</i>	V13	<ul style="list-style-type: none"> <li>Review procedure and investigate use of technology such as hand held computers for void inspection by <b>March 2003</b> and identify budget and IT implications</li> <li>Staff training followed by implementation from <b>September 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> </ul>	September 2003	Cost to come from within existing IT budget: Set aside £5000
42. Produce procedure notes and performance monitoring for Allocations staff  <i>Overall lead Christine Ansell HDL</i>	V16	<ul style="list-style-type: none"> <li>Produce procedure notes by <b>October 2002</b></li> <li>Produce performance monitoring spreadsheet for allocations function to monitor key activities such as pre allocation, visits in target, offers etc. by <b>October 2002</b></li> <li>Hold monthly performance meetings, produce minutes and action points from September 2002</li> <li>Staff training <b>November 2002</b></li> <li>Implement <b>November 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	November 2002	No additional cost
43. Complete review of voids procedures  <i>Overall lead Carol Rooker, DHM</i>	V17	<ul style="list-style-type: none"> <li>Complete procedures by <b>September 2002</b></li> <li>Staff training in October and <b>November 2002</b></li> <li>Implement from beginning of <b>December 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	December 2002	No additional cost

## Other improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
44. Introduced targeted accompanied viewings <i>Overall lead Christine Ansell HDL</i>	V5	<ul style="list-style-type: none"> <li>Produce procedure by <b>September 2002</b></li> <li>Implement from <b>October 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	October 2002	No additional cost
45. Refuse transfers to council tenants with substantial rechargeable repairs until they have remedied the problem – with the exception of special cases and vulnerable groups <i>Overall lead Christine Ansell HDL</i>	V18	<ul style="list-style-type: none"> <li>Consult with tenants in <b>Autumn</b> edition of Housing Matters</li> <li>Subject to outcome of consultation , implement from <b>December 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	December 2002	No additional cost
46. Produce data base of properties adapted for disabled persons <i>Overall lead Alan Keers PMM</i>	V19 E3	<ul style="list-style-type: none"> <li>Investigate and design system by <b>April 2002</b></li> <li>Set up by <b>October 2003</b></li> <li>Go live from <b>October 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> </ul>	October 2003	No additional cost
47. Increase and enhance voids monitoring <i>Overall lead Christine Ansell HDL</i>	V14	<ul style="list-style-type: none"> <li>AHMS to have weekly voids meetings with surveyor and team co-ordinator from <b>July 2002</b>. Action points to be produced and circulated to all present plus DHMs</li> <li>Review monitoring sheets completed by Area Teams to ensure key data captured from <b>September 2002</b>. This will considered at HMT performance meetings. Analyse reasons for refusals.</li> <li>Revise procedures so that one person in the team is responsible for voids, completing void information, checking delays and reporting to the weekly voids team by <b>September 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler DHM</li> <li>Christine Ansell HDL</li> <li>Christine Ansell HDL</li> </ul>	September 2002	No additional cost
48. Introduce system of in process inspection whilst repair taking place <i>Overall lead: Alan Keers PMM</i>	R5	<ul style="list-style-type: none"> <li>Produce procedures and agree target by <b>December 2002</b></li> <li>Implement from <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> </ul>	April 2003	No additional cost
49. Investigate handyman or similar scheme for small repairs <i>Overall lead:Carol Rooker DHM</i>	R13	<ul style="list-style-type: none"> <li>Investigate system and identify resources using existing night block manager/day block manager budget which is to be reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	April 2003	From within resources released by review of night and day block manager service



## Other improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
50. Analyse reasons for dissatisfaction on repairs and develop action plan  <i>Overall lead Alan Keers PMM</i>	R16 E5	<ul style="list-style-type: none"> <li>Include in the survey going out in Housing Matters in the Autumn</li> <li>Analyse results by <b>December 2002</b></li> <li>Develop action plan with targets by end of <b>March 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM/John Russell TPO</li> <li>Alan Keers PMM</li> <li>Alan Keers PMM</li> </ul>	March 2003	Costs anticipated to be below £1,000 and can be met from within existing budgets
51. Implement recharge policy for repairs that are tenants responsibility <i>Overall lead: Alan Keers PMM</i>	R17	<ul style="list-style-type: none"> <li>Consult in Autumn edition of Housing Matters, TCC and Tenant Panels</li> <li>Implement from <b>December 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> </ul>	December 2002	Existing resources (minimal extra cost)
52. Complete setting up Disabled Adaptations centralised team <i>Overall lead: M McMahon HDS</i>	R18 E2	<ul style="list-style-type: none"> <li>Transfer adaptations surveyor to centralised team and operate from <b>December 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>M McMahon HDS</li> </ul>	December 2002	No extra cost
53. Develop strategy to ensure number of insurance claims are reduced by 50% by end of 2003/2004 and by the end of 2004/5 successfully defend 65% of all public liability claims <i>Overall lead: Ed Butler DHM</i>	R19	<ul style="list-style-type: none"> <li>Analyse reasons for claims and develop preventative strategy by <b>March 2003</b>. Develop procedures an monitoring systems by <b>May 2003</b> and designate officer with overall monitoring responsibility</li> <li>Staff training <b>June and July 2003</b></li> <li>Implement <b>July 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler DHM</li> </ul>	July 2003	Minimal extra cost will be met from existing resources
54. Complete process mapping exercise and review structure to ensure efficiencies support the call centre and one stop shop and review career grade <i>Overall lead: Christine Ansell HDL</i>	HMC5	<ul style="list-style-type: none"> <li>Complete process mapping by end of <b>September 2002</b></li> <li>Review structure and consult by <b>November 2002</b></li> <li>Executive approval <b>January 2003</b></li> <li>Implement from <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	April 2003	No extra cost

## Other improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
55. Complete review of introductory tenancy terms/extend to secure tenancies  <i>Overall lead: Carol Rooker, DHM</i>	A6	<ul style="list-style-type: none"> <li>Complete consultation exercise by <b>September 2002</b></li> <li>Serve preliminary notice of intent to change tenancy conditions by <b>November 2002</b></li> <li>Serve actual notice of variation of tenancy by <b>February 2003</b> to allow for results of consultation and legal time table</li> <li>Introduce <b>March 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	March 2003	Additional costs will be postage costs for notices – these can be met from within existing budgets
56. Introduce self help pack on dealing with anti social behaviour; produce advice leaflets  <i>Overall lead: Carol Rooker, DHM</i>	A7 A8 A9	<ul style="list-style-type: none"> <li>Research pack and leaflets by <b>March 2003</b> and produce by <b>June 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	June 2003	Additional printing costs of approx £500 to be met from printing budget
57. Review trigger points for referral to mediation service  <i>Overall lead: Carol Rooker, DHM</i>	A11	<ul style="list-style-type: none"> <li>Review and incorporate into revised procedures</li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	March 2003	No additional cost
58. Investigate in more depth reasons for dissatisfaction with cleaning and block management and track whether changes are reducing the level. Level to reduce to be no greater than the overall levels of dissatisfaction with the service  <i>Overall lead: Ed Butler, DHM</i>	CBM 3 E5	<ul style="list-style-type: none"> <li>Include survey in <b>Autumn</b> edition of Housing Matters in 2002 and repeat exercise in <b>Autumn 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler, DHM</li> </ul>	Autumn 2003	No additional cost
59. Work with New Deal Board to provide on site enhanced caretaking role for the Purley Centre  <i>Overall lead: Christine Ansell HDL</i>	CBM7	<ul style="list-style-type: none"> <li>Finalise proposals for implementation by <b>April 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Christine Ansell HDL</li> </ul>	April 2003	50% funding from New Deal 50% from existing cleaning budget
60. Widen estate inspection role to include common areas of flats and increase frequency to monthly  <i>Overall lead: Carol Rooker, DHM</i>	CBM8 TP11 EM5	<ul style="list-style-type: none"> <li>Revise procedures from <b>November 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker DHM</li> </ul>	November 2002	No additional cost

## Other improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
61. Issue written procedures on gas safety and servicing <i>Overall lead: Alan Keers PMM</i>	R24	<ul style="list-style-type: none"> <li>Prepare and issue by <b>December 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Alan Keers PMM</li> </ul>	December 2002	From within existing printing budgets
<b>62. Explore external funding for additional tenant participation officer</b> <i>Overall lead: Carol Rooker, DHM</i>	TP4	<ul style="list-style-type: none"> <li>Produce proposal by <b>November 2002</b> for consideration at budget time</li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	November 2002	External funding
63. Investigate reasons for dissatisfaction  <i>Overall lead: Christine Ansell, HDL</i>	TP6 E5	<ul style="list-style-type: none"> <li>Investigate why 19% found it difficult to get hold of the right person; why 10% felt staff unhelpful; why 18% felt staff unable to deal with the problem; why 24% were dissatisfied with the outcome; why 14% felt staff not sufficiently knowledgeable, and why 38% had not heard of tenants compact by carrying out survey and focus groups work by <b>March 2003</b></li> <li>Develop action plan by <b>June 2003</b></li> <li>Implement from <b>July 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler, DHM</li> </ul>	July 2003	Existing printing and research budgets
64. Carry out elections to Tenants Consultative Committee <i>Overall lead: Carol Rooker, DHM</i>	TP8	<ul style="list-style-type: none"> <li>Elections in <b>September 2002</b> and in <b>September 2008</b></li> </ul>	<ul style="list-style-type: none"> <li>John Russell TPO</li> </ul>	2002 and every four years	Existing budget
65. Produce standards leaflet/manual <i>Overall lead: Ed Butler, DHM</i>	TP9	<ul style="list-style-type: none"> <li>Consult with tenants and devise contents by <b>November 2003</b></li> <li>Produce by <b>May 2003</b></li> <li>Circulate <b>June 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Ed Butler, DHM</li> </ul>	June 2003	Existing printing budget
66. Produce guidance manual for tenants representatives <b>Overall lead: Carol Rooker, DHM</b>	TP10	<ul style="list-style-type: none"> <li>Consult with tenants and devise contents by <b>November 2003</b></li> <li>Produce by <b>May 2003</b></li> <li>Distribute <b>June 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	June 2003	Existing budgets

## Other Improvements

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
67. Set up quarterly task force meeting with Street Services to monitor performance and review service levels <b>Overall lead: Carol Rooker, DHM</b>	EM1	<ul style="list-style-type: none"> <li>Develop timetable by <b>September 2002</b></li> <li>Commence from <b>autumn 2002</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	Autumn 2002	No cost
68. Identify ways of involving tenants in Monitoring of estate management <b>Overall lead, Carol Rooker, DHM</b>	EM4	<ul style="list-style-type: none"> <li>Seek tenants views <b>November</b> TCC meeting</li> <li>Formulate plans <b>Dec/Jan 2002/3</b></li> <li>Implement from <b>March 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	March 2003	No cost
69. Review specification for grass cutting and maintenance of open space <b>Overall lead: Carol Rooker, DHM</b>	EM8	<ul style="list-style-type: none"> <li>Liaise with Street Services and consult with tenants over existing specification by <b>March 2003</b></li> <li>Revise specification by <b>September 2003</b></li> <li>Implement from <b>April 2004</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	April 2004	Within existing budget
70. Work with BME TARA to investigate reasons for dissatisfaction and set up work programme for the future <b>Overall lead: Carol Rooker, DHM</b>	E8	<ul style="list-style-type: none"> <li>Consult over service delivery issues <b>September 2003 to April 2003</b></li> <li>Produce work programme by <b>July 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>Carol Rooker, DHM</li> </ul>	July 2003	Within existing budgets
71. Produce procedures for shared ownership assignments and buy back <b>Overall lead C Ansell, HDL</b>	NK1	<ul style="list-style-type: none"> <li>Produce draft by <b>June 2003</b></li> <li>Implement from <b>September 2003</b></li> </ul>	<ul style="list-style-type: none"> <li>E Butler DHM</li> </ul>	September 2003	No additional cost
<b>72 Review synergies and cross cutting issues with surveyors and inspecting staff in other departments</b> <b>Overall lead, C Ansell HDL</b>	R25	<ul style="list-style-type: none"> <li>Set up review group by <b>April 2003</b></li> <li>Review during <b>2003/2004</b></li> <li>Implement proposals by end of <b>2003/2004</b></li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	End of 2003/004	Aim is to identify savings
73. Explore setting up Community Watch patrols by tenants <b>Overall lead, C Rooker, DHM</b>	TP12	<ul style="list-style-type: none"> <li>Consult tenants by December 2002</li> <li>Draw up proposals by March 2003</li> <li>Implement from April 2003</li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	April 2003	No additional cost

Improvement	Action point Ref No	Milestones	Responsible Officer	Completion date	Cost
74. Increase satisfaction with area as place to live to 80% <b>Overall lead: C Ansell HDL</b>	EM10	<ul style="list-style-type: none"> <li>Implement improvement plan</li> <li>Survey tenants on an annual basis</li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	April 2007	No additional cost
75. Improve customer care <b>Overall lead C Ansell, HDL</b>	TP13	<ul style="list-style-type: none"> <li>Revise and relaunch customer care manual by June 03</li> <li>Produce comprehensive procedures for reception/front line staff including check lists for most frequently asked questions by December 02</li> </ul>	<ul style="list-style-type: none"> <li>C Ansell HDL</li> </ul>	June 03	Minimal extra cost. Cost of on screen prompts is included within the budget set aside for 'e' govt
76. Enhance monitoring of dealing with and on outcomes of anti social behaviour action <b>Overall lead Carol Rooker HDL</b>	A12	<ul style="list-style-type: none"> <li>Produce performance indicators by December 02</li> <li>Monitor from January 03</li> </ul>	<ul style="list-style-type: none"> <li>C Rooker DHM</li> </ul>	January 2003	No additional cost