

Short Notice Inspection Improvement Plan – June 2010

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Customers & Service Delivery	SNI R1	Develop and monitor service standards, with customers, in all service areas	Develop ways to better monitor the 3 service standards currently not being reported to tenants	Jun-10	Tenants provided with "the full picture". Improved scrutiny of performance and increased challenge to meet targets and improve performance
Customers & Service Delivery	SNI R1		Develop a set of service standards (covering all service areas incl. Financial Inclusion) specific and appropriate to different client groups, including supported housing, general needs and Plumlife residents, using a consistent approach across the standards and in consultation with tenants.	Jun-10	An accessible, informative report on service standards performance scrutinised at Tenant Services Committee, Tenants Panel Meetings and Plumlife Board. Information included in all newsletters and on the website. Greater opportunity for tenants to challenge poor performance in all service areas.
Customers & Service Delivery	SNI R1		Ensure service standard monitoring is clearly defined in roles and responsibilities under the newly developed resident involvement structure	Jun-10	Responsibility for service standards monitoring is clear, unambiguous and fully understood. Increased scrutiny of performance and challenge to improve
Customers & Service Delivery	SNI R1		Set targets for contractor calls handling and monitor their achievement;	Include contractor performance in our service standard on call handling. Provide overall performance and break down between Great Places and various contractors	Jun-10

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Customers & Service Delivery	SNI R1		Work with contractors to develop a plan for meeting call handling targets	Jun-10	Improved call handling performance from Contractors
Customers & Service Delivery	SNI R1	Conclude investigations into complaints more quickly	Provide staff training on complaints handling, use of the newly implemented Complaints System, and use of the triggered reminder function	Jun-10	New complaints system is implemented and time taken to conclude complaints investigations reduces. Satisfaction with complaints shows noticeable improvement. Reported to tenants via the newsletter and Tenants Panels
Customers & Service Delivery	SNI R1		Include update on active complaints in staff reviews and team meetings, and provide monthly updates for managers to assist tracking complaints (to be broken down by service area). Complaints database to be finalised and implemented to support this.	Jun-10	Staff are more empowered to resolve complaints. As a result tenants are more satisfied with the outcome and complaints are dealt with more speedily
Customers & Service Delivery	SNI R1	Learn from individual and patterns of complaints how services can be improved	Hold monthly 'Complaints Forum' meetings to review all closed complaints and look for trends, then report back on learning (both at corporate level and by service area). AD Forum to review learning, before sharing with individual depts.	Jun-10	Corporate Improvement Programme is driven by learning from complaints and quick wins are achieved where trend analysis shows that performance is slipping. Overall number of complaints received will reduce

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Equality & Diversity	SNI R2	Complete equality impact assessments on the policies and procedures of inspected services and address any barriers or potentially discriminatory practices	Revisit our approach to EIA and develop clear policies and procedures for how and when EIAs should be carried out. Produce a proforma template of EIA with guidelines of how to complete.	Sep-10	All relevant policies and procedures of inspected services to have had an EIA completed and actions implemented. Tenants and staff can be confident that all barriers have been removed
Equality & Diversity	SNI R2		Collate list of all SPPs that need to have an EIA carried out and then prioritise the strategies that need to be EIA'd first. Ensure they are carried out methodically and consistently. Report back findings/patterns to working group.	Sep-10	All new SPP's developed under ONE project will have had EIA's completed and actions implemented. Services delivered to tenants will be free of barriers and delivered in a fair and accessible way.
Equality & Diversity	SNI R2	Monitor ongoing contractor performance against agreed equality and diversity targets	Develop performance monitoring arrangements to ensure E&D targets are reported on including targets in property services & development.	Sep-10	Customers are satisfied that contractors provide services in a fair and equal manner. Staff employed by contractors represent our tenant make up. Satisfaction with Great Places as a fair organisation (STATUS) increases
Equality & Diversity	SNI R2	Provide training on domestic abuse to front line staff who are in regular contact with customers	Carry out training assessment with all front line staff to ensure everyone has access to relevant training around safeguarding, domestic abuse and elder abuse.	Sep-10	Staff are empowered to report issues around safeguarding, domestic abuse and elder abuse to the relevant agencies and customer satisfaction with our services increases. A consistent and effective approach across all geographic areas of Great Places

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Equality & Diversity	SNI R2		Ensure contractors have access to training around safeguarding, domestic abuse and elder abuse.	Sep-10	Contractors are empowered to report issues around safeguarding, domestic abuse and elder abuse to the relevant agencies and customer satisfaction with our services increases. A consistent and effective approach across all geographic areas of Great Places is delivered by different contractors
Finances	SNI R3	Increase the proportion of rent collected	Review rent statements to make them simple, clear and easy to understand. Advertise Financial Inclusion team on rent statements and use customer profiling data to pro-actively target Financial Inclusion work.	Sep-11	Tenants understand what their rent statement is telling them and, as such, know when payment is needed from them. Self-referrals to the Financial Inclusion Team increase. Savings attributable to the work of the Financial Inclusion team will increase
Finances	SNI R3		Develop common approach to negotiating payment of Housing Benefit, and for Housing Benefit verification across the Group (including supported).	Sep-11	Arrears due to Housing Benefit delays reduce and the overall proportion of rent collected increased
Finances	SNI R3		Develop a consistent approach between the Income Management team with Supported housing, Plumlife, and Keyworker to ensure consistency. All regions to hold an arrears week.	Sep-11	The overall proportion of rent collected increased
Finances	SNI R3		Continue to target areas with higher levels of arrears to achieve below average levels overall and more	Develop procedures to improve consistency in using software, including inputting information into IBS accurately,	Sep-11

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
		consistency across the Group	developing procedures or texting tenants in arrears to remind them to pay & development of an automatic referral process to visit all tenants with 6 weeks arrears.		a more consistent service
Finances	SNI R3		Consistent and more detailed performance information to be agreed with neighbourhood managers and shared with all teams	Sep-11	Neighbourhood managers are consistently using performance information to target performance problems and reduce arrears
Finances	SNI R3		Complete a cost/benefit analysis of incentives offered for payment by direct debit and introduce consistent approach across the Group.	Sep-11	The proportion of tenants paying by Direct Debit increases and arrears figures fall
Finances	SNI R3	Understand why rent is not being paid, learn from what works well elsewhere and provide access to advice and support in appropriate circumstances	Roll out training based on lessons learned by Financial Inclusion team on the reasons for non-payment of rent across the Group (including supported)	Sep-11	Barriers to payment are removed and arrears figures fall

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Finances	SNI R3		Use customer profiling, including analysis of payment method by area to target campaigns (e.g. DD take-up) and looking for links between profile and non-payment of rent. Target FI staff to support tenants and give advice.	Sep-11	Vulnerable tenants receive the advice and support they require to sustain their tenancies and eviction rates as a result of arrears falls
Finances	SNI R3		Offer budget management training to tenants, particularly when they first move into a property	Sep-11	Vulnerable tenants receive the advice and support they require to sustain their tenancies and eviction rates as a result of arrears falls
Customers & Service Delivery	SNI R4	Agree with existing and potential customers a clear and affordable relet standard that meets their needs	Finalise new 'Great Homes Standard' with photos of new and old properties as determined by tenant consultation and include as part of Tenants Handbook. Develop a summary version of the standard.	Jun-10	A clear, accessible and informative relet standard is available for all tenants
Customers & Service Delivery	SNI R4		Develop an enhanced standard for vulnerable tenants	Jun-10	Vulnerable tenants are provided with additional services tailored to meet their enhanced needs
Customers & Service Delivery	SNI R4	Closely monitor the standard of ready to let properties, including mystery shopping	Monitor how many repairs are reported within the first 6 weeks of a new resident moving into a property	Jun-10	Poor performance is identified early and addressed. Number of complaints reduced
Customers & Service Delivery	SNI R4		Recruit additional tenant inspectors to carry out void inspections. Offer payment incentives for this role.	Jun-10	Ready to let properties are high quality and are accepted first time

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Customers & Service Delivery	SNI R4		Property Services Co-ordinators will post inspect 10% of ready to let properties and will focus resources where concerns have been raised about poor standards of workmanship	Jun-10	Ready to let properties are high quality and are accepted first time
Sustainable Communities	SNI R4	Reduce the level of offers refused by understanding and addressing the reasons why customers are refusing properties	Log reasons for property refusals and carry out trend analysis. Develop a specific action plan based on this analysis. Report analysis to TSC.	Jun-10	Ready to let properties are offered to appropriate applicants and are accepted first time. Great Places improves its comparative performance on refusal rates
Sustainable Communities	SNI R4	Provide customers with clear and consistent information on support available for redecoration, including decoration vouchers and additional support available for vulnerable customers	Ensure consistent use of decorating voucher scheme. Standard decoration allowance process set up and communicated on viewing with the potential customer and on the website. Devise process/procedure for vulnerable residents.	Jun-10	Customers are satisfied with the decoration scheme offered and vulnerable people are supported appropriately
Sustainable Communities	SNI R4		Review the feasibility of creating a new GO scheme for members of the community to provide help with decoration for those who need it such as vulnerable residents.	Jun-10	Vulnerable tenants receive support to redecorate new homes. Great Places homes are maintained to a high standard

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Value for Money	SNI R5	Develop benchmarking activity so that all service areas routinely compare costs, quality and performance information with other service providers and learn from good practice	Make best use of Housemark to compare our costs	Sep-10	Improving performance across the suite of VFM PI's by reducing costs, increasing quality and positive trend of customer satisfaction
Value for Money	SNI R5	Routinely assess and rank service areas for value for money (cost: quality: performance: customer satisfaction: effectiveness) to target areas where improvements are necessary	Make best use of Housemark to compare our costs. Identify where performance, costs, and/or satisfaction is weak and target these for improvement	Sep-10	VFM assessment is used in determining all improvement priorities to ensure maximum impact
Value for Money	SNI R5	Introduce targets and measures for value for money	Ensure that tenants understand central service costs. Report to TSC before September on how we are achieving VFM across our services.	Sep-10	Next STATUS survey shows an increase in the % of tenants who think that their rent demonstrates value for money
Value for Money	SNI R5		Share information on the costs that tenants have a direct impact on - e.g. the amount of money spent on wasted repairs appointments when the tenant is not in, and money spent on void properties, money spent on recovering unpaid rent - may cause tenants to take more ownership of problems.	Sep-10	Impact on property services budget due to failed appointments and large scale void works is highlighted reduced.

Corporate Priority Area	Driver	Objective	What actions need to be taken to achieve the objective?	End date	Outcome - what does success look like?
Value for Money	SNI R5	Provide information and involve customers in decision making	Do regular newsletter articles on what rent money is spent on.	Sep-10	Next STATUS survey shows an increase in the % of tenants who think that their views are taken into account, and that we are keeping them informed about things that might affect them
Value for Money	SNI R5		Involve tenants in the procurement process, ensuring they understand that the efficiencies achieved by awarding the contract to one (or a small number of) supplier(s). Report back the outcomes of tenders etc. to tenants.	Sep-10	Next STATUS survey shows an increase in the % of tenants who think that their views are taken into account, and that we are keeping them informed about things that might affect them