

IMPROVEMENT ACTION PLAN - 1

Identified Improvement Review current office opening hours. Objective Continue to provide an efficient and responsive service that is better value for money.		Link To Sustainability Provision of accessible services with a view to concentrating released staff savings into efficiency savings such as debt recovery, reducing voids and tackling estate sustainability.		
What Needs Doing	How Will it be Done	Resources Required	Target Inc. Timescale	Progress – June 2002
Review previous changes effected October 2000	Analysis of office usage Consultation Report	Information Technology Staff Time	Completed Sept – Nov 2001 Jan- April 2002	Currently consulting with customers, staff and trade unions. Report due July 2002
Pilot late night opening	Identify Office Consultation	Staffing Resources Budget Implications Security Issues	June-Oct 2002	Proposal contained in above report – further detailed consultation July 2002.
Review future role of mobile housing office.	Analysis of use Consultation	Financial Implications for renewal of lease	April 2005	
Redirect staff resources released through above	Staff Database Management Actions.		Oct 2002 – ongoing	
Responsible Officer(s)	Housing Manager (Local Services). Housing Manager (Tenancy Services).			
Monitoring How will improvements be monitored?	Improvements will be measured by customer consultation. Usage will be monitored by IT.			
Public Outcome	Improvements in key performance areas whilst maintaining an accessible front-line service.			

IMPROVEMENT ACTION PLAN – 2

Identified Improvement Introduce a ‘gold standard’ service initiative to good tenants. Objective To encourage tenants to hold longer tenancies and comply with conditions of tenancy.		Link To Sustainability Encourages residents to play a full part in building and sustaining a community		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Review and research similar schemes	Attendance at seminars	Senior Officer to lead on project	Nov 2001– April 2002	Completed.
Set outline for Derby Scheme	Contact local businesses Consult with customers Establish expenditure		April 2002 – March 2003	Made initial contact with local business regarding ‘privilege card’. Investigating enhanced repair service.
Agree Derby Scheme	Report		Implement 2003/4	Update report to Derby Homes Board planned for November 2002.
Responsible Officer(s)	Housing Manager (Local Services). Local Manager (Projects).			
Monitoring How will improvements be monitored?	Information Technology			
Public Outcome	Tenants are rewarded for length of stay and adherence to tenancy conditions. Landlord benefits from reduced costs in terms of reduced turnover. Potential benefits for local businesses.			

IMPROVEMENT ACTION PLAN - 3

Identified Improvement Review and update current customer care policies and initiatives. Objective To provide a customer focussed service which works towards mutually agreed targets.		Link To Sustainability Housing is a highly focussed service. Customers need to have confidence and trust in both the service and in the staff with whom they engage.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Continuous improvement and evaluation of customer care policies.	Create Customer Care Process Improvement Team. Training. Examine the way in which we analyse/use complaints.	Staff, Tenant Volunteers, Administration Support Financial.	August 2002 - ongoing	Process Improvement Team to meet September 2002.
Involve more tenants in service monitoring	Service User Review Group.	Staff, Tenant Volunteers, Admin Support	October 2002	Commence tenant involvement in repairs service monitoring October 2002.
Review Customer Care Charter	Consult/Working Group	As above.		
Improve Communications & Access to all offices	Notice boards in offices. Undertake disabled access review.	£5,000 £100,000 capital	October 2002 September 2002-September 2003	Survey commenced. Survey commenced.
Responsible Officer(s)	Housing Manager (Local Services). Housing Equalities Adviser.			
Monitoring How will improvements be monitored?	Customer satisfaction survey. In-house performance monitoring. Mystery customer. Customer Complaints. BVPI's.			
Public Outcome	Improved standards of service delivery. Clear customer driven charter. Clear evidence that customers are listened to. Reduction in complaints relating to service delivery.			

IMPROVEMENT ACTION PLAN - 4

Identified Improvement Improve communication and liaison between the Housing Management Service, Derby Benefits and our customers. Objective To provide tenants with correct benefit entitlement within 28 days of receipt of completed claim.		Link To Sustainability Reduce turnover on estates due to debts – eviction/abandonment. Reduce poverty. 64% of rental income relies on HB/write off.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Continue to improve communications between Tenants/claimants, Housing Management Staff and Derby Benefits.	Create Benefits Process Improvement Team.	Staff, Tenant Volunteers, Administrative Support	Create by Oct 2002 - ongoing	Resumed liaison meetings with Housing Benefit managers and staff – April 2002.
	Provide access to 'images' for housing staff.	Images Licence £20,000	December 2002	
	Joint Training	Staff time	October 2002 – ongoing	Discussions with Derby Benefits commenced.
	Review Service Level Agreements.	Staff time	2003/4	Discussions with Derby Benefits commenced.
Responsible Officer(s)	Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	BVPI's. Process Improvement Team. Customer satisfaction levels. Turnover Rates. Increased benefit take-up. Lower arrears attributable to outstanding Housing Benefit.			
Public Outcome	Increased benefit paid/take up/lower debt. Increased customer satisfaction.			

IMPROVEMENT ACTION PLAN - 5

Identified Improvement Establish specialist arrears and debt recovery service within the decentralised teams. Objective To reduce the level of outstanding rent.		Link To Sustainability Better quality work and advice will reduce debts and prevent evictions and tenancy abandonment.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Establishment of a decentralised arrears and debt recovery service.	Restructuring existing staffing arrangements.	Existing staffing	Jan – October 2002	TSO post deleted, created Arrears Co-ordinator April 2002. Report to DH Board on further re-structuring proposals.
	New roles/responsibilities.	Training	April 2002 – March 2003	
	Review arrears procedure	IT Developments £50,000	2003/04	Software installed May 2002. Rent Arrears PIT determining processes. Discussions commenced.
	New automated processes		September 2002	
	Service level agreements with money advice/legal.	Staff time	2003/04	
	Investigate the use of private debt recovery agency	Staff time	2003	
Responsible Officer(s)	Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	BVPI's. Local Performance Indicators. Reports to committee. Area Panels and ALO Board			
Public Outcome	Less debt, more money available to fund other services			

IMPROVEMENT ACTION PLAN - 6

Identified Improvement Ensure that housing allocations policy reflects the needs of local communities and deals with the issue of former tenancy debts. Objective To ensure balanced communities and better manage the issue of former tenants debts		Link To Sustainability Stable communities, reduction in stock turnover, enable fair and equal access to housing across the City.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Review of allocations policy	Work in partnership with Private Sector Housing	Staffing resources	Sept 2001 – March 2003	Ongoing.
Review monitoring procedures in respect of former tenancy debts.	Develop IT systems	£50,000	By April 2003	Issue raised to seek support from user group of computer system.
Review current policy regarding designation of blocks	Current demand levels/ consultation – report to Private Sector Housing	Staff time	By April 2003	Preparatory work/analysis of current demand commenced May 2002.
Responsible Officer(s)	Housing Manager (Local Services) Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	Regular statistical information and reports. New posts will regularly monitor all former tenancy debts on current accounts and take appropriate actions. Monitoring of voids and rechargeable repair budget. Monitor direct deductions. Monitor discretionary allocations.			
Public Outcome	An allocations policy which takes account of outstanding debts owed by applicants and a policy which is fair and meets the needs of local communities.			

IMPROVEMENT ACTION PLAN - 7

Identified Improvement Provide access to a wider range of payment options. Objective To increase ease/choice of payment methods for customers.		Link To Sustainability Reduce debt issues/turnover. Reduce eviction/abandonment. Reduce poverty. Increase customer access to services.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Provide tenants with a greater variety of methods of payment.	Investigate and develop the following: <ul style="list-style-type: none"> • Post office payments • Direct Debit • Switch/Debit Card • Telephone Payments • Evenings/Saturdays • Internet/Cable 	£3000.00 pa – PO Rent Statements IT Staff time	Sept 2002 April 2003 April 2003 April 2003 Oct 2002	Post Office payments to start as planned. Consultation on evening opening at New Sinfin office in progress.
Change start of rent week from Friday to Monday	Investigate proposal and consult with customers.	IT/Staff time IT implication Staff Time	April 2003 April 2003	
Responsible Officer(s)	Finance Manager			
Monitoring How will improvements be monitored?	Senior Management Team. Statistical surveys and reports. Tenant Satisfaction Surveys.			
Public Outcome	Wider choice/Increased rental income/ reduction in debt.			

IMPROVEMENT ACTION PLAN - 8

Identified Improvement. Ensure that tackling Anti-Social Behaviour is given a high priority. Objective To deal with cases more consistently and more effectively.		Link To Sustainability All surveys indicate that tackling ASB and crime on estates is the key factor in promoting sustainable communities		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Review the way that we currently deal with complaints of ASB.	Develop and expand the role of PIT. Training for staff.	Staff/Tenant Time	April 2002 Dec 2002	Ongoing through PIT
Include roles for tenants to have more say on improving safety and security, tackling ASB and monitoring.	Establish Local Compacts. Review Conditions of Tenancy/use of Acceptable Behaviour Contracts/Consult on Introductory Tenancies. Review Sign Up Procedure. Use of specialist staff. Consider other sources of legal support. Train for witness support	In house solicitor Staff time	Oct 2002 March 2003 2004/05	Acceptable Behaviour Contracts being used where appropriate. Sign-Up Procedure revised May 2002.
Competitive tendering of Community Watch Patrol.	Competitive tendering of CWP and/or marketing of CWP in other sectors.	Additional support £20,000 Staff time – possible income.	March 2003 2004/05	
Responsible Officer(s)	Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	Management information system (CSM Module). Community Panels. Police Liaison meetings. Reports to committee's including area panels. Estate inspections. Levels of complaints. Numbers of void properties.			
Public Outcome	Increased confidence in and around estates. Lower turnover rates.			

IMPROVEMENT ACTION PLAN - 9

Identified Improvement. Multi-agency working on tackling anti-social behaviour needs to be better co-ordinated. Objective Achieve more efficient multi-agency solutions to anti-social behaviour and crime.		Link To Sustainability All surveys indicate that tackling ASB and crime on estates is the key factor in promoting sustainable communities		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Ensure that maximum benefit is gained from multi-agency working and encourage 'positive experiences' on estates.	Drugs Officer – related crime	Budget in place	2002	Postholder appointed.
	Young peoples lifestyles – co-ordinate working with YOS. Give priority to increasing facilities and opportunities for young people.		2003/04	
	Regenerate the environment & enforce safer cities agreement			
	Improve communication and improve use of IT to provide management information	IT Development already funded	October 2002	
	Increase use of Derby Mediation Service.		April 2003	Investigating other options of provision. Possible link with DACP – see IAP 22.
Responsible Officer(s)	Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	Management information system (CSM Module). Community Panels. Police Liaison meetings. Reports to committee's including area panels. Estate inspections. Levels of complaints. Numbers of void properties.			
Public Outcome	Increased confidence in and around estates. Lower turnover rates.			

IMPROVEMENT ACTION PLAN - 10

Identified Improvement. We need to improve public confidence in estates and in the councils ability to tackle crime and anti-social behaviour. Objective To empower communities to help tackle crime and anti-social behaviour.		Link To Sustainability All surveys indicate that tackling ASB and crime on estates is the key factor in promoting sustainable communities		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Improve residents confidence in the area where they live.	Witness Support Publicity, expectations/actions Rewrite section within tenants handbook ASB roadshow to assist in training and raise levels of awareness Develop focus group – local agreements to tackle ASB.	Specialist training or outsource. Commitment from local politicians, source vehicle. Costs of re-production. Staff Time Finance	March 2003 2003/04 2993/04 2003/04	Press releases issued June 2002 covering recent eviction of tenant following anti-social behaviour and aggression toward staff.
Work with partners	Eg – issues of rubbish dumping on estates	Staff Time	2003/04	
Responsible Officer(s)	Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	Management information system (CSM Module). Community Panels. Police Liaison meetings. Reports to committee’s including area panels. Estate inspections. Levels of complaints. Numbers of void properties.			
Public Outcome	Increased confidence in and around estates. Lower turnover rates. Greater numbers of residents will be prepared to give evidence and come forward to report crime and nuisance			

IMPROVEMENT ACTION PLAN – 11

Identified Improvement We need to improve our efficiency and consistency in dealing with repairs enquiries and repairs ordering. Objective Consistent approach to repairs service delivery.		Link To Sustainability Improved satisfaction with regards to responsive repairs. Better maintained homes, reduced turnover of stock.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Introduction of a repairs enquiry centre & Introduction of a diagnostic system of ordering repairs and produce repairs booklet.	<ul style="list-style-type: none"> • Feasibility Study • Identify premises • Increase methods of reporting repairs • Select software • Publicity • Staff Training 	Consultancy Finance Additional staffing resources	Ongoing from 2001, target for completion 2003/04.	Project plan established. Key activities to commence June 2002. To appoint project manager July /August 2002.
Responsible Officer(s)	Housing Manager (Local Services)			
Monitoring How will improvements be monitored?	Customer Satisfaction Surveys. Best Value Indicators. Process Improvement Teams. Reduction in numbers of complaints received.			
Public Outcome	Faster more cost effective service with a consistent approach.			

IMPROVEMENT ACTION PLAN - 12

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IMPROVEMENT ACTION PLAN - 13

Identified Improvement. Improve contractual arrangements to achieve best value for money. Objective Increase the amount of work carried out within the budget.		Link To Sustainability Improve customer satisfaction, better maintained homes more repairs carried out, profits returned to repairs budget.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Investigate alternative ways of carrying out responsive repair works	Examine principles of 'partnering' between landlord and repairs contractor.	Staff Time Contractor Time Tenant Consultation		Ongoing.
	Pilot scheme Cowsley & Osmaston.		Sept 2003	
	Prepare contract for re-tendering process.		Sept 2003	
Continue to improve disabled persons adaptations process.	Continue partnering arrangement with Social Services, Walbrook DPHS and Commercial Services.		On-going	Procedures agreed to increase provision of adapted properties through one-off modernisation of voids & on major capital improvement schemes.
Responsible Officer(s)	Responsive Maintenance Manager. Maintenance Manager.			
Monitoring How will improvements be monitored?	Budgetary information. Contractural Monitoring.			
Public Outcome	Savings directed back to Housing Services, more repairs carried out, better maintained homes.			

IMPROVEMENT ACTION PLAN - 14

Identified Improvement. Review timescales for specialist repairs and major improvement programmes. Objective Realistic timescales for works		Link To Sustainability Improved satisfaction with regard to repairs to tenants homes, more people encouraged to remain in property and reduce turnover and rent loss.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Reduce the length of time involved in completing one-off modernisations and other major improvement programmes	Review current arrangements. Liaise with contractors to reduce period of time properties are undergoing works.	Staff Time. Contract Negotiations	October 2002	Negotiated reduction of 6 weeks for completion of one-off mods from receipt of work orders. (26 weeks to 20 weeks).
Adjust priorities for responsive repair works involving the use of specialist/manufactured items.	Identify works Liaise with contractors Consult Customers	IT Implications	October 2002	For discussion at Process Improvement Team meeting June 2002 – on-line to implement changes from Oct 2002.
Responsible Officer(s)	Responsive Maintenance Manager			
Monitoring How will improvements be monitored?	BV Performance Indicators. Management Information.			
Public Outcome	More works completed within specified time periods (realistic time periods). Properties occupied more quickly after one-off modernisations.			

IMPROVEMENT ACTION PLAN - 15

Identified Improvement. Develop Tenant Equity Stake Proposals. Objective Increase ownership in local communities		Link To Sustainability Provides a means of tenants gaining equity as an alternative to financial buying power and encourages residents to play a part in sustaining the local community.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Develop Tenant Equity Stake Scheme	Liaise with DTLR Develop proposals Tenant Consultation	Staff Time. IT implications.	2005/06	Consultant research report produced including Derby Homes as example of possible use. Awaiting Government response to the report.
Responsible Officer(s)	Housing Management Policy Officer			
Monitoring How will improvements be monitored?	Project Implementation and Management information returns.			
Public Outcome	Provides a means of tenants gaining equity as an alternative to financial buying power.			

IMPROVEMENT ACTION PLAN - 16

Identified Improvement. Implement a Choice Based Lettings Pilot Scheme and increase marketing of the council house product. Objective Increase awareness and provide more choice to customers. Break down barriers that prevent BME groups from accessing the sector.		Link To Sustainability People are given the opportunity to choose where they live. Customer driven process.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress
Implement pilot choice based lettings scheme. 'Derby Homefinder' Increase marketing of council housing to expand consumer base and overcome errors of perception.	Implement as per content of bid document. Evaluate. Future considerations Through above project and use of Housing Visitors to focus on contacting BME groups. Publicity, advertising.	DTLR Subsidy DCC Funding Hardware/Software New skills/marketing. Telecommunications Existing staff.	Project Live – Feb 2002 Pilot ends March 2003 March 2003	Over 400 allocations of council houses now made through Derby Homefinder. Further marketing and improvements to IT planned.
Responsible Officer	Housing Manager (Local Services) Housing Equalities Adviser			
Monitoring How will improvements be monitored?	Improved IT – Specific Monitoring Requirements of Pilot (DTLR Returns) – Greater Customer Satisfaction.			
Public Outcome	Greater number of properties accepted first time. Greater numbers of tenancies lasting more than six months			

IMPROVEMENT ACTION PLAN - 17

Identified Improvement. The current performance on relet times is not satisfactory and needs to be improved in line with upper quartile performance levels. Objective Reduce the length of time properties are left empty.		Link To Sustainability Improved satisfaction. Reduced rent loss. Improved appearance of estates.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Inspect diagnose and repair void properties more quickly.	Investigate options of partnering arrangements between landlord and repairs contractor.	Training Co-operation	2003	Introduce in new contract to commence August 2003
	Implement fast-track void procedure city-wide.	New working process	2002/03	Implemented June 2002.
	Examine procedures for dealing with abandoned properties.	Staff Time	2003	Voids/Allocations Process Improvement Team – in hand.
	Investigate local lettings schemes operating elsewhere.	Staff Time	2003	
	Review current allocations procedures.	Staff Time & Customer Consultation	2002/03	As above.
Responsible Officer	Housing Manager (Local Services) Responsive Maintenance Manager			
Monitoring How will improvements be monitored?	Management Information. Best Value Performance Indicators. Staff Feedback. Process Improvement Teams.			
Public Outcome	Tenants have quicker access to desired property. Improves the overall appearance of estates (less properties boarded). Reduces the risk and effects of vandalism.			

IMPROVEMENT ACTION PLAN – 18

Identified Improvement. Ensure maximum investment on council housing estates from all funding opportunities. Objective Give priority to involvement in Neighbourhood Renewal and other neighbourhood initiatives such as Single Regeneration Budget and New Deal for Communities.		Link To Sustainability Maximum investment in terms of improvements to properties, the environment and life opportunities will have a positive impact on the sustainability of estates.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Ensure that we give priority to all multi-agency working – to include Neighbourhood Renewal initiatives, SRB and NDC and maximise opportunities for council housing estates.	Training for staff. Focus with business plans. Tighter links between tenant participation unit and regeneration team. Representation at meetings. Identification of opportunities.	Staff Time	2002 – ongoing.	Housing Management Business Plan produced, with priorities given to working with partners.
Responsible Officer(s)	Director of Derby Homes.			
Monitoring How will improvements be monitored?	Management Information/Working Party.			
Public Outcome	Joined up service delivery leading to community improvements.			

IMPROVEMENT ACTION PLAN – 19

Identified Improvement. Look at the future use of accommodation for which there is currently little or no demand. Priority to be given to tackling issues on Osmaston, Cowsley and Old Sinfin. Objective Create demand from target groups/identify feasible options for future use of accommodation/tenure diversification.		Link To Sustainability Many areas are currently suffering from issues connected with low demand – such an initiative is designed to regenerate the neighbourhood.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
We need to tackle the serious difficult to let problems in the above areas and develop joint initiatives to regenerate the estates.	Multi-agency working party. Involve RSL's. Link with private providers. Options appraisal and consult with residents. Major capital investment. NDC/Housing Corp funding opportunities.	Staff Time Research/Development Options.	2003/04	Agreement reached with Derwent NDC to carry out 'futures study' on Cowsley estate.
Reduce the numbers of empty houses on estates	Work with private sector colleagues. Intensive housing management		2003/04	Currently gathering information on 'eyesore' empty properties on estates.
Responsible Officer(s)	Director of Derby Homes			
Monitoring How will improvements be monitored?	Management Information/Working Party. Customer Panels. Area Panels.			
Public Outcome	Lower turnover and demand created for these estates. Fewer empty properties.			

IMPROVEMENT ACTION PLAN – 20

Identified Improvement We need to improve tenant and leaseholder involvement in planning spending on estates. Objective Be more responsive to the residents needs.		Link To Sustainability Improved 'ownership of spend priorities by local communities will help to generate commitment from those communities to their environment.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
We need a clear process for liaison & involvement on major repairs and env' improvements. Increase the numbers of residents and staff involved in the process Give priority to facilities & recreational activities for young people.	Evaluate existing resources/processes Develop Housing Forums Link CHIP process to long-term Capital Programme Annual Housing Investment Conference. Provide training & resources for residents Through consultation and multi-agency working eg Youth Service.	Staff Time Admin Support Surveys Production & Analysis Staff time	Commence Jan2002 Ongoing April 2002 2003/04	Resource review ongoing. First tranche of appointment to be made June 2002 Housing Forums established Successful conference held on 19.3.02, attended by over 100 tenants, staff and contractor representatives. Ongoing as part of project partnering. Meeting planned with NDC, Learning Skills Council and other stakeholders regarding training Opportunities.
Responsible Officer(s)	Business Development Manager			
Monitoring How will improvements be monitored?	Community Panels, Area Panel, Housing Forums, Estate Walkabouts.			
Public Outcome	Greater public involvement in spend priorities.			

IMPROVEMENT ACTION PLAN – 21

Identified Improvement We need to improve the standard of service we offer to leaseholders. Objective To improve the level of satisfaction and improve the leaseholder service charge billing process.		Link To Sustainability Leaseholders are an integral part of many communities. Re-sales within the community will be minimised therefore enhancing the overall stability within the community.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Agree procedures for leaseholders and staff to access services	Via Process Improvement Team/Officer Group	Staff Time Finance – Printing	April 2003	Meetings ongoing.
Review the leaseholder billing process	Develop a leaseholder handbook	Staff Time IT implications	Commenced 2001 Complete 2004/5	Guide to ‘understanding the lease’ completed and issued.
Raise knowledge and awareness about the rights of leaseholders/tenants	Training programme	Staff Time	Include within in-house training programme – Jan 2002	
Introduce dedicated service hotline for all leaseholders	Process Improvement Team	Finance/Staff	2003/04	
Responsible Officer(s)	Finance Manager			
Monitoring How will improvements be monitored?	Leaseholder Process Improvement Team. Satisfaction Surveys. Leaseholder Committee. IT monitoring – billing process.			
Public Outcome	Improved satisfaction and greater consistency of service to leaseholders.			

IMPROVEMENT ACTION PLAN – 22

Identified Improvement. Build on and develop the concept of the Service User Review Group. Objective Involving more tenants and leaseholders in the process of setting, monitoring and reviewing service standards.		Link To Sustainability Targeting resources to the areas highlighted as priorities by residents. Continuous improvement of service provision.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Set procedures for residents and staff.	Develop framework, provide training for residents & staff. Involve tenants in reality checks.	Staff Time. Admin Support Finance	Framework to be established by April 2003	Link with IAP 9 – provision of mediation services.
Improve the way we report management information.	Review methods and set framework for collection and reporting of data. Agree format.	Staff Time IT Implications	August 2003	
Investigate options to devolve functions to tenants.	Research similar schemes operating – Residents Services Organisations.	Staff Time. Resident	April 2003	
Improve the process of awarding grants to voluntary groups	Review existing procedures & resources. Consider delegating responsibilities to DACP	Training required for all items.	Commence 2004/05	
Responsible Officer(s)	Housing Management Policy Officer			
Monitoring How will improvements be monitored?	Community Panels, Area Panel, Housing Forums, Estate Walkabouts.			
Public Outcome	Greater public involvement in spend priorities. Improved standards of service delivery. Reduction in complaints received.			

IMPROVEMENT ACTION PLAN – 23

Identified Improvement. Review current Tenant Participation resources including the TP Team/Regeneration/ Tenant Liaison Team/Local Offices/DACP & DTRC. Objective Make tenant involvement more effective and develop the capacity of active tenant representation.		Link To Sustainability More opportunities for residents to improve local services and increase their capacity of taking ownership of initiatives and improved prospects of employment.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Link TP opportunities in housing management with opportunities in regeneration and capital investment.	Review the existing staffing structures of the TP/Regeneration, Communication Team and DACP	Staff Time	2002/03	Tenant Participation Officers now part of Community Initiatives Team, working alongside Housing Regeneration Officers.
Support DACP to find new premises for the DTRC.	Work with DACP to find possible sites	Staff Time	2003/04	Discussions started.
Set clear targets which increase the services provided by and use of the DTRC	Review the DACP annual funding agreement	Staff Time	2002/03	Report on budget recently agreed at City Housing Consultation Group meeting.
Responsible Officer(s)	Housing Management Policy Officer. Maintenance Manager.			
Monitoring How will improvements be monitored?	Tenant Participation Working Group. City Housing Consultation Group (Sub). Housing Management Division.			
Public Outcome	Improved satisfaction by better use of existing resources			

IMPROVEMENT ACTION PLAN – 24

Identified Improvement. Review and update all Tenant Participation Information and Opportunities for involvement. Objective To give tenants access to a clear and easy way to get involved.		Link To Sustainability Increased resident awareness of the opportunities available to participate.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Make the Tenant Participation Compact more user friendly.	Review the current document, - “Making involvement easy”	Staff Time Finance	2002/03	‘Tenants and Race’ conference set for 26 June 2002, 12.30-5.30 pm, St James’ Centre, Malcolm St.
Raise awareness of equal opportunities within the Panel Movement	Work with DACP Equalities Forum to produce an Equalities Action Plan and Good Practise Guidelines	Staff time	2002/03	
Improve the written information on involvement opportunities	Produce a new series of leaflets and handbooks outlining standards for involvement and processes and opportunities for involvement	Staff time Finances	2002/03	
Responsive Officer(s)	Housing Management Policy Officer			
Monitoring How will improvements be monitored?	Tenant Participation Working Group. City Housing Consultation Group (Sub). Housing Management Division.			
Public Outcome	Improved satisfaction and greater resident involvement in setting, monitoring and reviewing services			

IMPROVEMENT ACTION PLAN - 25

Identified Improvement Review existing areas of work, improve % of invoices paid within 30 days. Develop project management skills. Objective To provide a sound support service to the Housing Management Service.		Link To Sustainability Sound administrative and business support enables the front-line services to be delivered smoothly working towards all of the aims included within the overall improvement action plan.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Improve the % of invoices paid in 30 days to 98%.	Review existing process Identify delays New procedure and monitoring.	Staff Time Training Implications	2002/04	In May performance was 87.2%.
Obtain in-house project management skills.	Provide training opportunities for senior staff.	Staff Time/Financial Implication.	2003/04	IT Systems Co-ordinator attending course on PRINCE project management.
Devolve some functions to local offices where it is better that they are done locally.	Examine processes and develop procedures for local service delivery	Staff Time Training Issues IT Issues	2004/04	
Responsible Officer(s)	Finance Manager			
Monitoring How will improvements be monitored?	Improvements will be measured by improved performance. Improved customer satisfaction. Budget monitoring.			
Public Outcome	Improved access to services at local offices. Long term budgetary savings in reduced need to employ external project management skills.			

IMPROVEMENT ACTION PLAN - 26

Identified Improvement Delivery of a massive investment programme to improve the stock by 2010. Objective Bring 100% of the stock to decency standard by 2010.		Link To Sustainability All homes will conform to decency standards, this will result in higher customer satisfaction, greater stability, reduced voids and an improved sense of pride in the local community.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Deliver capital investment programme arising from arms length status.	The programme will be delivered using the principles of <i>rethinking construction</i> and enable the ALO to achieve EGAN targets such as a reduction in capital costs, reduction in time, increased work completed on time and fewer defects on hand-over.	Additional capital allocation through achieving 'arms length' status.	To achieve 100% of stock to decency standard by 2010	All capital improvements are now procured using the principles of rethinking construction. Contractors are selected on the basis of quality and price and overall best value. Longer contracts and open book accounting are also being adopted. Contracts are at different stages some are due to start very soon with other still at the procurement stage. Consultants appointed to assist in senior management and organisation review to ensure target achieved.
Responsible Officer(s)	Business Development Manager Maintenance Manager			
Monitoring How will improvements be monitored?	Improvements will be monitored by asset management software which interfaces with the stock condition survey.			
Public Outcome	Warmer, modern homes.			

IMPROVEMENT ACTION PLAN - 27

Identified Improvement Implement major changes to Sheltered Housing as identified in a report to Policy Committee on 17 October 2001. Objective As identified in above report.		Link To Sustainability Resident warden schemes provide homes to 1,700 elderly and disabled tenants across the city. These schemes provide a means for elderly and disabled tenants to retain their independence within the community and as such play an important role in the stability of local communities.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Implement proposals contained within report.	Consult with staff and tenants on the proposals arising from the review and on the review of individual schemes.	External Consultancy.	March 2003	Individual scheme reviews commenced May 2002. Report to DH Board June 02.
Review services provided/charges made.	Create a menu of services available to residents at different levels of need, cost and charges.		March 2003	
Introduce new management structure & 37 hour working week for wardens	Staff & Union Consultation. Recruitment Processes.		Jan – April 2002 Dec 2001	Joint staff/union working party created.
Responsible Officer(s)	Housing Manager (Tenancy Services)			
Monitoring How will improvements be monitored?	Regular scheme visits by Senior Wardens. Joint Staff/TU working party. Customer Satisfaction Surveys Supporting People Assessments.			
Public Outcome	Increased range and choice of services. Flexibility in payment/service options.			

IMPROVEMENT ACTION PLAN - 28

Identified Improvement To improve our use of information technology through the management information project. Objective To achieve the full use of systems currently available to us for the improvement of management information purposes.		Link To Sustainability Improved management information and full use of the systems available to us will enable staff to make the best use of their time and provide an enhanced service to customers.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
All service areas to define their requirements <ul style="list-style-type: none">• Reporting spec• System developments Overall review of software Review future of IT facilities services.	Management Information Project. IT Section. Renegotiate contracts.	Staff costs IT Consultancy Software requirements.	Complete Mar 05 2005/06 2003/04	New software purchased – project manager appointed.
Responsible Officer(s)	Finance Manager			
Monitoring How will improvements be monitored?	Outputs from Management Information Project. Reports to Senior Management Team.			
Public Outcome	Higher quality information produced on performance. Better quality of service provided.			

IMPROVEMENT ACTION PLAN - 29

Identified Improvement Implement improvements to training programme as identified through the Review Objective To ensure staff receive high quality training which equips them to deliver a high quality service to customers.		Link To Sustainability A high quality front line service which provides sound advice and assistance to customers.		
What Needs Doing	How Will it be Done	Resources Required	Target Including Timescale	Progress – June 2002
Develop and incorporate a skills matrix into the achievement and development process.	Identify core skills for each post. Meet requirements through training programme.	All to be contained within existing resources.	Jul/Oct 2002	Discussions with Central Training, to work with us to develop improved approach to A&D.
All front-line staff to attend customer care training.	Managers to co-ordinate on programme.		Ongoing	Existing frontline staff completed April 2002. Three sessions booked 2002/03.
All staff to attend racism training	Managers to co-ordinate.		Ongoing	
Provide H&S First Aid training.	Aim - 20 staff to cover all offices.		Dec 2002	First aider volunteers being sought.
Responsible Officer(s)	Departmental Personnel Officer/Section Managers			
Monitoring How will improvements be monitored?	Training will be recorded by the Departmental Personnel Officer – and reported to Section Managers			
Public Outcome	Improved customer care through staff being well trained to carry out their jobs.			