Our Approach to Service Development and Continuous Improvement

The Audit Commission published guidance on 15ᵗʰ May 2003 for ALMOs based on the results of Round 1 inspections (CBH are Round 2). This can be checked against CBH's aims in the delivery plan which in turn can be put into three broad timescales.

Short-term

Having set up the ALMO, to deliver the Improvement plan changes needed by November 2003 to achieve 2 star. These involve matching the Audit Commission's expectations on service delivery, becoming more buinsesslike internally, and developing Board Governance and relations with the Council.

Medium-term

Having achieved 2 star status, to fully implement the neighbourhood management approach, evidenced in the Area Committees and investment outcomes of that include community benefits as well as bricks and mortar. There has also been continued development of the company and a plan to review council support services.

Longer term

Achievement of the excellence rating – evidenced in consistently high quality services, well located and accessible offices and high levels of customer satisfaction.

Recent development of the services provided by CBH has been framed by consultation with tenants and the requirements of Best Value for Housing, but is essentially focused on linking a neighbourhood management approach with an internal performance management framework. This is also in line with the latest Audit Commission guidance.

In service design, we have attempted to meet tenants' expectations and to balance the books. We have developed functional teams which are responsible and accountable for their own performance. Performance should be transparent with targets that take into account income and expenditure.

We have involved tenants in setting standards for repairs, empty homes, and environmental standards. They need to be involved in evaluating all estates and services and we need to be working towards a local business plan for each area. These areas and every part of the stock will receive an evaluation (by the Board, management, staff and tenants) of;

- Current and future demand
- Stock condition and investment needs

- Capital values to measure investment performance
- An assessment of rent yield and turnover
- Current marketing plans
- Future marketing plans

Developing the CBH Delivery Plan

Cheltenham Borough Homes has a focus, developed in partnership with board, staff and tenants, which includes:

- developing our area based approach at a smaller, neighbourhood level
- improving clarity around setting and maintaining service standards
- improving performance against business plan targets which include:
    - debt, especially arrears and void loss
    - investment and repairs performance
    - a healthy demand for properties
    - contribution to wider regeneration and sustainability
- introducing incentives to perform and a consequence for non-performance throughout, including suppliers and contractors
- an annual review of service against standards, and clear expectations for our services
- teams controlling their own performance and costs to give clarity to performance evaluation
- Improvement to the service will be through a staged approach to demonstrating performance.

A new approach to area/patch management is being developed based on natural, not administrative boundaries. They should be linked to local tenants' structures, and also repairs patches.

Local business plans for areas can then specify;
- a price and plan for resources (staff, offices, contracts, etc.)
- performance, particularly arrears and rent loss
- investment and repairs performance proposals
- maintenance strategies and contract requirements
- proposals for improving and meeting demand
- contribution to regeneration and sustainability

Local business plans build up into a portfolio for Cheltenham, where strategic option appraisal occurs. Tenants will have a key role in these plans.

We need to develop our asset information,
- analyse the stock in detail
- review the financial viability of different stock investment options
- to develop an approach for deciding priorities across town and within areas

Clearly, this also gives a split in roles between those services identifiable at an area level; those which are delivered from central teams through an area

basis; and those teams working in support or co-ordination roles. It requires teams to be able to work independently, and inter-dependently.

From the Audit Commission's latest guidance, the key factors that separate 2 star ALMOs from 3 stars are: weaknesses in core services (e.g. inconsistent processes or not effectively monitored), narrow tenant representation and not addressing diversity issues effectively.

The main themes in the guidance are:

- Tailoring services to communities (e.g. extended opening hours, clear standards, support to communities or individuals)
- Businesslike (e.g. voids initiatives, research into community needs, tenant feedback and involvement, dedicated teams)
- Partnerships (e.g. on anti-social behaviour)
- Good performance (e.g. access, repairs, rent collection, tenant participation, value for money)
- ALMO governance (planning for the long term - beyond 2010, board composition and roles, focus, tenant participation
- Finance and procurement (accountability, partnering, VFM)
- Organisational issues (relations with council, SLAs)
- Joint strategic work (e.g. with council on housing strategy, homelessness, community plan)

<u>Cheltenham Borough Homes</u>
<u>Service Improvement Plan</u>

Background

In November 2002 the Audit Commission's Housing Inspectors spent two weeks with the council's housing directorate and carried out a best value inspection of the services provided to tenants and prospective tenants.

It was the inspector's judgement that Cheltenham Borough Council provided a "fair" (1 star) service to customers and that it had promising prospects for improvement.

Their final report was published in March 2003. In it the inspectors outlined their findings and their view of the service. They also made a series of recommendations that offered the service some direction in its efforts to continuously improve the service.

A key step forward for the council was the establishment of Cheltenham Borough Homes (CBH) on the 1st April 2003, as a separate company to manage the councils 5,300 council homes.

The Audit Commission's Housing Inspectors return to Cheltenham on the 3rd November 2003 to inspect the services provided by CBH, the management of CBH, and CBH's relationship with the council. CBH and the council's key objective is to improve the service to the point where the inspector's judgement is that service users now receive a "good" (2 star) or even "excellent" (3 star) service.

The result of this positive judgement is that the council can then draw upon £15m worth of extra funding during 2003-5 to support the planned improvement of the housing stock. With additional funding of £12m from 2005 onwards, CBH will deliver all council homes to a decent standard for both the council and tenants by 2010.

Having reviewed the Housing Inspectors recommendations, and with the advice and direction of the CBH management board, this improvement plan groups the individual suggested improvements under five main themes:

- The setting, publishing, promoting and monitoring of clear service standards and targets
- Improving access to the service
- Improving services by involving tenants
- Ensuring services are cost effective
- Ensuring effective management of risk, including the safety of staff and tenants

The setting, publishing, promoting and monitoring of clear service standards and targets

What the Inspectors recommended:

> We recommend that the Council should set clear and challenging aims for the Service in consultation with tenants, contractors and other stakeholders, which:
>
> ◆ form the basis of well publicised and easily accessible service standards which tenants can judge the performance of the service against; and
>
> ◆ are translated into clear, customer-focused targets for staff.

They made these recommendations because they found improvements were needed in a number of areas:

"Information on the service is not readily available to tenants and other customers."

"The standard of cleaning on housing estates is inconsistent, with some communal areas, such as stairs and landings in blocks of flats, not appearing to be well looked after."

"Altogether the Council has a large number of published service standards, these standards are found in a large number of different documents many of which are unlikely to be readily available to all tenants or indeed staff. We found that the sheer number of service standards contained in the various documents to be confusing for both staff and customers."

"Our view is that there are clear high level aims for the Service but these aims have not been effectively translated into clear customer-focused targets for staff. Targets that do exist do not reflect local needs and priorities are not customer-focused or measurable in terms of outputs. Targets do not reflect all national targets and are not sufficiently challenging in some areas to match the best performing councils."

"The Council has a target for answering calls within four rings but we could find no evidence this was being monitored."

"We are unclear what the service standards are for tenants wanting or needing an inspection of their home. The Council do not monitor how well they currently perform in meeting their target of carrying out an inspection within 48 hours but they estimate that performance in this area would be approximately 70-80 per cent."

"However, we saw no information on display in the area offices about the future works programmes planned for tenants' homes, although we understand this is now being prepared."

"Councilors do not appear to be getting a full suite of Performance Indicators

- both national and local, to properly monitor the effectiveness of the services."

"We found best use is not being made of the IT system to produce management information and we were told a lot of information has to be collected manually."

In response Cheltenham Borough Homes will:

Cheltenham Borough Homes (CBH) has the opportunity to draw together all the service standards previously issued by the different parts of the Housing Directorate, and review them in partnership with tenants and other stakeholders. This will be within a management framework provided by CBH's board.

The Delivery Plan clearly sets out the company's vision, values and objectives. And one of our objectives states, "ensure that all services delivered are clearly explained and meet set standards". All the companies service standards and commitments will support our vision, values and objectives.

With an overall aim to achieve a 3 star rating and so provide an excellent service to our customers, the need for us to clearly explain what service standards all our customers and stakeholders can expect from us will be given a high priority.

Our improvement plan is specific in addressing the inspectors, customers and the company's concerns in this area. These specified actions are then cascaded down into local team's service delivery plans, with clear targets that are regularly monitored to ensure actually delivery.

One specific issue within this area is that of the environment around the homes we let and manage, in particular the standards of cleansing in communal areas. CBH will work tirelessly with tenants and our service provider to ensure service standards are improved, clear and published widely, and that tenants and leaseholders are actively involved in setting those standards and in monitoring the service provider.

Improving access to the service

What the Inspectors recommended:

We recommend that the council should improve access to the Service, by:

◆ making area offices more welcoming for tenants and ensuring that all offices are physically accessible;

◆ ensuring that all written information is available in

appropriate alternative formats and at all Council offices;

◆ raising awareness within the Service about equality and diversity issues; and

◆ ensuring that the service is fully accessible via the internet.

They made these recommendations because they found improvements were needed in a number of areas:

"Few documents about the service are made publicly available in different formats, such as in community languages, or in Braille or large print."

"At neither office are there signs in the vicinity directing people to where the offices are located."

"At the cash halls there is no formalised queuing system, such as a ticket machine which dispenses numbered tickets. We observed times when quite lengthy queues had built up and elderly tenants or mothers with young children were having to stand in a slow moving queue."

"Just 55.36 per cent said it was easy to complain, and only 40.74 per cent said their complaints were resolved quickly and efficiently."

"We saw no leaflets or other key documents produced in community languages, nor in Braille or large print."

"The interview facilities at both of the area housing offices are not readily accessible by customers with mobility problems"

"Emergency and out of hours telephone calls are made to a different number. None of the Council's telephone lines for repairs are freephone."

In response Cheltenham Borough Homes will:

Included within Cheltenham Borough Homes' (CBH) values is the following statement, "We recognise the diversity of the different areas and individuals within the Borough and we strive to provide our customers with services that are tailored to their needs".

Our improvement plan recognises the need to make physical changes to the buildings we use; changes to how we inform customers about how they can communicate with us and how they can visit us; changes to some of our procedures to ensure they are tailored to meet customers needs; and changes to our training and support of staff so that the whole organisation actively shares the same values.

Again these improvements have been incorporated into local team service delivery plans to ensure the necessary changes are made to ensure we are truly an open and accessible service.

One of CBH's first actions as an independent arms length company was to approve a new customer complaints policy and procedure. This policy

emphasises the rights of all our customers to express their dissatisfaction to us and then commits us to then investigate their complaints in a way that will both help to resolve the complaint to the customers satisfaction and act as a learning tool for the company to improve services.

Improving services by involving tenants

What the Inspectors recommended:

> We recommend that the Council should improve the Service to customers by:
>
> ◆ developing the Council's tenant participation mechanisms to support and enable tenants to actively participate in the Service;
>
> ◆ promoting tenant participation by raising awareness among staff and through the use of local compacts;
>
> ◆ providing tenants with regular rent statements;
>
> ◆ increasing the information provided to tenants about the sources of independent advice;
>
> ◆ ensuring resources are used effectively in relation to emergency repairs and the post inspection of repairs; and
>
> ◆ making full use of technology to improve efficiency, for example by using hand-held computers to improve data capture and reduce paper work.

They made these recommendations because they found improvements were needed in a number of areas:

> "Customer involvement is undeveloped and there are relatively few tenants actively involved in the management of the service."

> "concerns have been voiced by many about the over-reliance on a small number of tenants and the need to develop greater capacity within the tenants' movement. For a small number of tenants (less than half a dozen) this means they have an extremely high workload and a lot of stress."

> "Staff training in tenant participation has been patchy, with very little or no training being given to technical staff. This is typified by a low awareness among staff of the Tenant Participation Agreement."

> "In our view the tenant participation agreement could be strengthened and made more customer focused. We felt that it had been written from the Council's perspective and does not reflect a true 'partnership' with tenants. In addition there was an absence of clear outcomes and reporting

arrangements. Targets were not particularly challenging and its design did not promote participation."

"The computerised system contains a large suite of standard letters for staff to use. Two issues we would highlight are that the contact details of agencies (telephone number, address and opening hours) who can give independent advice (such as the CAB) are not provided and where staff wish to vary the letters to reflect knowledge they already have on a particular tenant, they cannot amend the standard letter on the system."

"We found little evidence of IT being used in an efficient manner to record information and improve the service to tenants."

"There are no clear procedures on what is an emergency for both staff and customers. The call centre does not have clear procedures from the Council on what is an emergency."

In response Cheltenham Borough Homes will:

Cheltenham Borough Homes' (CBH) vision states that we are "a real partnership between tenants, staff and other stakeholders." Our values state that "our customers are at the core of everything we do". One of our objectives is to "increase tenant involvement and satisfaction". Our commitment is demonstrated by the active involvement of the tenant board members who make up 1/3 of the board, and who have actively taken the lead in supporting the establishment of CBH's.

Our improvement plan details actions the company is currently or about to implement in order to actively engage customers in the development and monitoring of the service we provide. We plan to offer a collection of alternative methods for tenants to participate in the management and direction of our services. Some of these varied opportunities include having the opportunity to comment or judge a part of the service, or joining with other tenants in working with staff on regeneration project boards, or participating in tenant training programmes, or by joining the CBH's board.

Ensuring services are cost effective

What the Inspectors recommended:

We recommend that the Council should ensure the cost-effectiveness of the Service, by:

◆ having systems that prevent non-emergency responsive repairs being undertaken shortly before capital improvements are made to tenants' homes;

◆ exploring the relative costs of the various methods of rent collection and developing a strategy to promote and enable

tenants to use the most cost-effective methods;

◆ reviewing existing procurement practices and developing effective partnership arrangements; and

◆ developing a clear strategy for collecting outstanding rechargeable repairs debt.

They made these recommendations because they found improvements were needed in a number of areas:

"A high percentage of repairs are being completed as emergencies, which puts a strain on the service and undermines the Council's efforts to deliver efficiencies through planned works."

"Partnership working with external contractors has yet to reach a stage where it is providing extra capacity, better value for money or innovation in service delivery."

"In addition we were told that the Council did not presently have a recharge policy despite the fact that up to £60,000 is spent on 'rechargeable' repairs in re-lets and as responsive repairs each year."

"There is a high level of repairs carried out as emergency work (over 50 per cent of orders last year - 4,759 out of 9,291 orders). This is expensive and limits operatives' ability to manage their work effectively"

In response Cheltenham Borough Homes will:

Cheltenham Borough Homes (CBH) understands that to achieve our objective to "create, develop and support sustainable communities", we also need to ensure we manage all our resources carefully and that customers and stakeholders are offered cost effective services.

This means we will challenge the way currently do things and will press forward with continual improvement. It is felt that our improvement plan, supported by the local team service delivery plans, provides a clear focus for teams to address inefficiencies and work collectively to manage limited resources to the advantage of our customers.

The implementation of an effective repairs re-charge policy will ensure the majority of tenants aren't paying for the destructive actions of a small minority of tenants. The involvement of tenants in that implementation will help the company implement this policy and safeguard the principles of fairness. The involvement of all our staff will ensure the comprehensive application of the policy across the stock. The setting of reasonable targets based on data from previous financial years will ensure we can measure our success and report that back to our board and our customers.

Ensuring effective management of risk, including the safety of staff and tenants

What the Inspectors recommended:

We recommend that the Council should effectively manage risks to the Council, by:

◆ ensuring that there is effective monitoring of gas servicing and repair work;

◆ ensuring effective management of health and safety within the workplace;

◆ having effective procedures for the recording of information and file management; and

◆ ensuring that there are clear and accessible procedures available to both staff and customers.

They made these recommendations because they found improvements were needed in a number of areas:

"The Council's recent performance in fulfilling its legal obligations to complete gas servicing work at tenants' homes every year is weak."

"The management of health and safety issues at the depot is weak."

"Performance monitoring is undeveloped and not enough use is being made of IT to manage the service effectively and efficiently."

"We also found that not all the files were well ordered or looked after with papers out of date order and in some cases several copies of the same letter on file."

"However, currently there is no flagging system to alert staff that gas servicing is out-of-time or that works are planned or have been completed and guarantees are in force. In addition, repairs staff told us that they felt that they had little influence over the design of the capital programme and that they all had experience of instances where repairs were completed only to be followed by planned replacement works."

"At the time of our inspection, there were 482 homes where a gas service has been outstanding for more than 18 months and a further 196 homes where the annual service is overdue."

"One other major concern we have is in relation to health and safety where we found a number of examples where the Council was in danger of not meeting its statutory responsibilities – these included:

not advising staff and contractors of known hazards;

staff not being aware of any lone-working procedures;

only a limited number of risk assessments have been completed;

an untidy work environment at the depot, with no log or evidence of routine inspection of equipment; and

an asbestos policy is in place but staff have not been given training on identifying it and it is unclear what information and advice is given to tenants."

In response Cheltenham Borough Homes will:

We understand that if Cheltenham Borough Homes (CBH) is to demonstrate that is truly values both its customers and staff it must ensure that tenants are safe in their homes and that staff are safe as they go about their work. The company has given the issue of safety highest priority, as demonstrated by the use of our staffing resources and in the emphasis on improving safety within our improvement plan.

CBH recognises that it must proactively manage risk. Identifying both internal and external risks. This goes beyond the risk to individuals to include risks to the services we provide and to the company itself. For this reason the company has made available additional resources to design and implement a comprehensive performance management framework, that involves individuals, teams, customers and stakeholders.

The implementation of our IT Strategy is key to the complete integration of this framework within the organisation.

Our Delivery Plan, our improvement plan and our local team service delivery plans all provide individuals and the company as a whole with a clarity of purpose which will enable us to measure our successes and learn from our weaknesses.

By doing this CBH will manage risk successfully, meet its objectives and continually improve services to all our customers.

Cheltenham Borough Homes Improvement Plan - Checklist

2. The setting, publishing, promoting and monitoring of clear service standards and targets.

Action	Responsible Officers/Team*	Current Status
IP2.1 All staff issued with name badges to wear when interviewing customers.	ASM	• No action • work in progress • complete
IP2.2 The content of the TV monitor displays to be updated on a monthly basis, and to be used to promote borough wide and local service standards.	ASM	• No action • work in progress • complete
IP2.3 New "Behaviour Contract" signs to be placed in both area offices.	ASM	• No action • work in progress • complete
IP2.4 Reception to have a team performance display board, clear service standards on display, promotion of opportunities for tenants to participate in the shaping and monitoring of services. (Whaddon Lodge)	ASM	• No action • work in progress • complete
IP2.5 Reception to have a team performance display board, clear service standards on display, promotion of opportunities for tenants to participate in the shaping and monitoring of services. (Coronation Square)	ASM/PPM	• No action • work in progress • complete
IP2.6 New office sign, with opening hours, to be sign-written onto the front window and door. (Coronation Square)	ASM	• No action • work in progress • complete
IP2.7 Results of call monitoring for the repairs call-centre to be published.	RRM	• No action • work in progress • complete

IP2.8 Service standards and general advice and information to be made available at all the sheltered housing schemes	SNM	• No action • work in progress • complete
IP2.9 Commence programme for achieving the Code of Practice for sheltered housing.	SNM	• No action • work in progress • complete
IP2.10 Revised lettings pack and offer letters, plus property information sheets to be included with offer letters.	ASM	• No action • work in progress • complete
IP2.11 Review the delivery of the cleansing contract: • revision of the information management for authorisation of payments • review standards and publish to all tenant/leaseholders who receive cleaning services • review of concept and definition of "super-cleans" • work with Tenants Federation to establish tenant monitors in blocks • establish a neighbourhood based system of officer audits • ensure register of blocks cleaned and those not reviewed bi-annually, kept up-to-date and circulated to both officers and tenant groups • review available budgets with CBC to fund service improvements	ASM/Waste Management team/tenants groups/FM	• No action • work in progress • complete

3. Improving access to the service.

Action	Responsible Officers/Team*	Current Status
IP3.1 New street signs will be requested from the borough council, directing people from the Municipal Offices to the Coronation Sq & Whaddon Lodge area offices. In addition to this a 'Flyer' will be produce for distribution from the Municipal Offices and other town centre services showing the location of the two Area Housing Offices.	ASM	• No action • work in progress • complete
IP3.2 Both area offices to have new signs, situated in prominent positions, with current opening hours and relevant emergency out of hours telephone	ASM	• No action • work in progress • complete
IP3.3 Disability audits to be carried out and recommended improvements to be programmed in for office up-grades (subject to available resources) during 2003/4.	ASM	• No action • work in progress • complete
IP3.4 New posters to be designed and placed in the reception areas detailing services offered from the area offices and promoting other council and voluntary services available borough wide or locally.	ASM	• No action • work in progress • complete
IP3.5 As existing leaflet supply runs out replacement leaflets to have new strapline detailing the availability of the information in alternative formats.	ASM	• No action • work in progress • complete
IP3.6 CBH leaflets and posters to be offered to all statutory and voluntary agencies and public buildings.	ASM	• No action • work in progress • complete
IP3.7 Establish an e-mail service user group to circulate CBH information to.	TPTL	• No action • work in progress • complete
IP3.8 Establish a text service user group to receive texts giving details of Neighbourhood Monitoring Panel meetings, forums and local tenant and resident meetings.	TPTL	• No action • work in progress

		• complete
IP3.9 Floating support service for 27 elderly & disabled tenants.	SNM	• No action • work in progress • complete
IP3.10 Introduce monthly Housing Support Officer and Estate Manager housing management surgeries for tenants at the sheltered housing schemes.	SNM/ASM	• No action • work in progress • complete
IP3.11 Cultural/Racial awareness/diversity training to be arranged for all staff to attend. Training to be open to CBH Board members and Tenant Federation members.	ASM/BSM	• No action • work in progress • complete
IP3.12 Area offices to evaluate the possible benefits of operating a numbered waiting system in the reception.	ASM	• No action • work in progress • complete
IP3.13 Reception staff to offer to discuss enquires in the privacy of one of the interview rooms or to allow customers to telephone borough council staff from an interview room. This will also be promoted by a sign positioned on/near the reception desk. (Whaddon Lodge)	ASM	• No action • work in progress • complete
IP3.14 An activity table to be placed in the reception area for customers children. Toys are also available in the interview rooms. (Whaddon Lodge)	ASM	• No action • work in progress • complete
IP3.15 Interview room no.1 to have new counter and computer access. (Whaddon Lodge)	ASM	• No action • work in progress • complete
IP3.16 CBH to continue to press the managing agent concerning their responsibility to maintain the building to a decent standard. (Coronation Square)	ASM	• No action • work in progress • complete
IP3.17 A feasibility study to be carried out concerning changing the four interview rooms into two that are DDA compliant. (DDA Inspection February 2003) (Coronation Square)	ASM	• No action • work in progress

		• complete

4. Improving services by involving tenants.

Action	Responsible Officers/Team*	Current Status
IP4.1 Neighbourhood Warden pilot for India & Pakistan House, and Scott & Edward Wilson House.	ASM	• No action • work in progress • complete
IP4.2 Service Standards for sheltered housing service to be agreed by the sheltered housing forum.	SNM/TPTL	• No action • work in progress • complete
IP4.3 Establish a disability forum.	TPTL	• No action • work in progress • complete
IP4.4 Neighbourhood Agreements (tenant compacts) to be established in all 10 neighbourhoods. Template agreement to be developed with the Tenants Federation and Neighbourhood Monitoring Panels to develop them for their own neighbourhoods.	TPTL/NTL	• No action • work in progress • complete
IP4.5 Establish: • a tenant training programme • a joint tenant, officer and member training programme (priority for technical staff).	TPTL	• No action • work in progress • complete
IP4.6 Establish • tenant involvement in contractor selection • tenant involvement in the works assessment and post-inspection of empty homes	TPTL/PPM/RRM	• No action • work in progress • complete
IP4.7 Develop cross tenure compacts	TPTL	• No action • work in progress • complete
IP4.8 Establish & support project boards • India & Pakistan House • Scott & Edward Wilson House	TPTL/NTL	• No action • work in progress • complete

• St Paul's neighbourhood		
IP4.9 A new Mutual Exchange register and promotion being developed with the Cheltenham Tenants & Leaseholders Federation.	ASM/Tenants Federation.	• No action • work in progress • complete
IP4.10 The Tenant Involvement team to meet with all staff to explain and promote staffs role in the Tenant Participation Agreement.	TPTL/ASM	• No action • work in progress • complete
IP4.11 All staff to have tenant participation training. Estate Managers will have specific TP related targets (increase the number of street reps, etc.) for their neighbourhoods, and will receive support with TP activities within their neighbourhoods from the TP team. (Whaddon Lodge)	NTL/TPTL	• No action • work in progress • complete
IP4.12 The TP team's 2003/4 work-plan gives clear priority to establishing Neighbourhood Agreements (local tenant compacts); support for Area Office teams in the promotion of TP services; increases in the number of tenants actively engage in participation structures; out-reach work to make contact with and involve tenants who traditionally have avoided standard participation structures or have difficulty in engaging with the landlord via traditional methods.	Tenant Federation and CBH	• No action • work in progress • complete
IP4.13 CBH will continue to work with the Tenant & Leaseholders Federation to agree clear ways for tenants to see and measure the companies performance in relation to published service standards and targets (see performance management framework).	ASM/Tenants Federation	• No action • work in progress • complete
IP4.14 Rent account statements to be sent to all tenants quarterly.	BSM/FM	• No action • work in progress • complete
IP4.15 Technical staff to participate in the liaison meetings with the Tenants & Leaseholders Federation.	PIM/PPM/RRM	• No action • work in progress • complete

5. Ensuring services are cost effective.

Action	Responsible Officers/Team*	Current Status
IP5.1 Develop neighbourhood profiling and sustainability model to assist both with management of housing management resources and capital programme investment.	ASM/PIM	• No action • work in progress • complete
IP5.2 Payment methods: • Direct Debit payment method to be offered to all tenants. • Telephone payments (Debit cards) to be available via the arrears teams.	FM	• No action • work in progress • complete
IP5.3 Post-inspections to be prioritised by value, trade, operative or responsive to customer feedback.	RRM	• No action • work in progress • complete
IP5.4 The management of the emergency out-of-hours service to be reviewed in the light of the Housing Inspectors comments. Including the contracting out of the out-of-hours call-out service; use of a freephone number; the support & advice given on initial contact: support & training for the 'call-centre' staff: the scope and volume of work carried out out-of-hours; reporting mechanisms; and the implementation of the re-charge policy & procedure.	FM	• No action • work in progress • complete
IP5.5 Review to be carried out in the light of the Housing Inspectors comments concerning "emergency" work. Review to include how "emergency" work is defined, cost & workloads analysis, and working practices, etc..	PIM/RRM	• No action • work in progress • complete
IP5.6 CBH is working with Ernst & Young in reviewing the use and scope of the internal stores. All options being considered to ensure efficient and effective supply of stock for the operatives.	GM/PIM/RRM/FM	• No action • work in progress • complete
IP5.7 As part of CBH company set-up senior management is meeting with trade unions to agree new employment contracts and conditions for operatives in a move toward single status wage structure.	GM/PIM/RRM/FM	• No action • work in progress • complete
IP5.8 New procurement strategy in place which incorporates "green policy for	PIM	• No action

purchasing"		• work in progress • complete
IP5.9 Appointments system - current system under review to ensure efficient and effective working. Alternative options to be considered.	RRM	• No action • work in progress • complete
IP5.10 Housing Inspectors to be updated on the rolling programme of vehicle replacement on their arrival (3rd November 2003).	PIM/RRM	• No action • work in progress • complete
IP5.11 Operatives to be given opportunity to formally report tenant damage, on-site incidents, etc., using an alternative method than writing information on the returning job ticket.	PIM/RRM	• No action • work in progress • complete
IP5.12 Repairs re-charge policy to be implemented.	FM/PIM/RRM	• No action • work in progress • complete
IP5.13 CBH to explore business opportunities for the building works teams in the private sector, e.g. care and repair and RSL.	PIM/RRM	• No action • work in progress • complete
IP5.14 Section 20 notices to provide leaseholders with information on all the payment options available to them.	PPM	• No action • work in progress • complete
IP5.15 All contractors to be surveyed to seek their views on working with CBH and what they need to improve services to tenants and the company.	PPM	• No action • work in progress • complete
IP5.16 The communication system/processes between the planned programme and responsive repairs team are to be reviewed and identified improvements implemented.	PIM/PPM/RRM	• No action • work in progress • complete
IP5.17 Orchard training and support issues:	BSM	No action

		work in progress complete
• Structured IT/Orchard (GUI) training programme to be implemented • Orchard working procedure manuals to be produced for use by staff • Orchard user group to be established • Orchard induction training for new staff		
IP5.18 Orchard attributes module to be implemented, allowing general access to the stock condition survey data.	BSM/PIM	• No action • work in progress • complete
IP5.19 Working procedures and the interface between the Orchard/Cplus/APTOS computer systems to be improved, including improved commitment accounting.	BSM/PIM/RRM	• No action • work in progress • complete
IP5.20 Managing information concerning planned and responsive works: • Orchard's UDC system to be used to flag-up planned programme works to avoid individual works being ordered by responsive repairs staff (short-term measure). • Orchard Planned Programme module to be implemented.	BSM/PPM	• No action • work in progress • complete

6. Ensuring effective management of risk, including the health & safety of staff and tenants.

Action	Responsible Officers/Team*	Current Status
IP6.1 Health & Safety risk assessments/ audits to be completed and made available to all staff. To be supported by appropriate staff training and support.	ASM/CBC's Health & Safety Officer	• No action • work in progress • complete
IP6.2 Arrears performance management: Arrears performance to be reported on the basis of office, neighbourhood and staff member. All staff responsible for arrears will have a suit of weekly and monthly performance data with specific targets. The suite will include cash levels, % of debit, no. of tenants in arrears, etc. and in graphical forms with target lines. Staff to also receive monthly reports of tenants in credit.	ASM/NTL/BSM	• No action • work in progress • complete
IP6.3 Arrears working procedures and letters: • Arrears working procedures to be reviewed. Arrears officers to be given copies of standard letters & encouraged to adapt to meet tenants circumstances. • Current arrears letters to be updated	ASM/NTL/BSM	• No action • work in progress • complete
IP6.4 The use of UDC's on the Orchard system to be reviewed to improve their use, especially to highlight vulnerable tenants.	ASM/BSM	• No action • work in progress • complete
IP6.5 Reports detailing all credit accounts to be run by arrears officers every month.	NTL	• No action • work in progress • complete
IP6.6 Once the HB service upgrades it's computer system CBH will re-submit it's request for view only access of the HB system.	ASM/HB Service	• No action • work in progress • complete
IP6.7 Develop shared aims and working practices with the council's housing services team to ensure pre- & post- tenancy support packages for potentially vulnerable tenants and partnership working with local support agencies.	ASM	• No action • work in progress • complete
IP6.8 All new tenants to be visited at home within 28 days of the tenancy start date.	ASM/NTL	• No action

		• work in progress • complete
IP6.9 Introduce pilot "tenancy termination incentives" scheme at Edward Wilson & Scott House. Monitor effectiveness and evaluate potential impact in widening the scheme to other areas.	ASM/RRM	• No action • work in progress • complete
IP6.10 Estate Managers to receive technical training for non-technical staff.	ASM/BSM	• No action • work in progress • complete
IP6.11 The custom and practice concerning record keeping and the management of House Files to be overhauled. New standards and disciplines to be agreed and implemented.	ASM	• No action • work in progress • complete
IP6.12 Team to have revised health & safety risk assessments and fire procedures. (Whaddon Lodge)	ASM	• No action • work in progress • complete
IP6.13 Automatic opening doors - risk assessment to be completed and recommended action implemented. (Coronation Square)	ASM	• No action • work in progress • complete
IP6.14 All front-line managers to receive training on the council's/companies staff management procedures and management responsibilities.	SMT members	• No action • work in progress • complete
IP6.15 Specialist rent arrears teams to be established in both area teams. Team to be supported by training, revised working procedures/practices and provided with specific and wide ranching targets..	ASM/NTL	• No action • work in progress • complete
IP6.16 CBH's use of existing IT systems and potential new systems to be reviewed and an IT strategy produced. The development of the strategy will focus on and recommend action concerning all needed performance management information. It is via this IT strategy (once approved by the CBH Board) that all improvements will be delivered.	BSM	• No action • work in progress • complete

IP6.17 Performance Management Framework: • CBH to review all it's service standards and targets and establish a performance management framework (approved by CBH Board). • Identify strategic and operational standards and targets. • Either clarify, remove or add standards and targets, depending on the strengths and weaknesses of the performance management framework. • Publish key service standards and targets clearly to the public/customers. • Set targets for staff in-line with the companies vision/objectives/and performance management framework. • Support the framework with a management system that measures progress against these service standards and targets and publicise our results.	SMT members	• No action • work in progress • complete
IP6.18 Reasons for Refusal report to be manually constructed in advance of implementation of IT Strategy.	NTL	• No action • work in progress • complete
IP6.19 Health & Safety - The Depot to have a H&S audit. A staff member to be trained and seconded to review all H&S procedures and implement safe practices. Secondee to also support other managers across the company to deliver improved procedures and safe working practices. Each team will have an appointed H&S representative, who will have their H&S training needs addressed within the companies training plan.	PIM/RRM	• No action • work in progress • complete
IP6.20 Operatives performance management to be reviewed in-line with the companies performance management framework.	RRM	• No action • work in progress • complete
IP6.21 Asbestos policy in place and all appropriate staff trained.	PIM/RRM/PPM	• No action • work in progress • complete
IP6.22 Management of Gas Servicing: • Orchard's UDC system to be used to flag-up over due gas servicing, thus alerting	BSM/PPM	• No action • work in progress

housing management staff. • The importance of gas servicing and how tenants can assist the landlord will be promoted using posters and tenant newsletter articles. • New gas servicing access procedure being written, circulation & training provided to all staff. • The back-log of gas servicing will be cleared. • Gas servicing will be 100% up-to-date. • New gas servicing monitoring system in place including improved monitoring of the gas servicing contractors.		• complete
IP6.23 Responsive repairs expenditure profiles, number of jobs raised, number completed within target to be reported (by borough, area and neighbourhood). Planned Programme to report quarterly on contract progress. (see performance management framework)	RRM	• No action • work in progress • complete

* Key:
SMT - Senior Management Team
GM - General Manager
BSM - Business Support Manager
ASM - Area Services Manager x 2
FM - Finance Manager
PIM - Property & Investment Manager
HS - Housing Solicitor

NTL - Neighbourhood Team Leader x 4
RRM - Response Repairs Manager
PPM - Planned Programme Manager
SNM - Special Needs Manager
TPTL - Tenant Participation Team Leader
SNM - Special Needs Manager