Cheltenham Borough Homes Improvement Plan - CBH Board update

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

Action	Responsible Officers/Team**	Current Status	Risk** High, Medium & Low
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	• LOW
IP2.3 New "Behaviour Contract" signs to be placed in both area offices.	ASM	• work in progress	• LOW
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	• work in progress	• LOW
IP2.6 New office sign, with opening hours, to be sign-written onto the front window and door. (Coronation Square)	ASM	• no action	• LOW
IP2.7 Results of call monitoring for the repairs call-centre to be published.	RRM	• no action	• **HIGH - current IT doesn't support proposal**
IP2.8 Service standards and general advice and information to be made available at all the sheltered housing schemes	SNM	• no action	• LOW
IP2.9 Commence programme for achieving the Code of Practice for sheltered housing.	SNM	• no action	• LOW - 2004 target for completion though
IP2.10 Revised lettings pack and offer letters, plus property information sheets to be included with offer letters.	ASM	• no action	• MEDIUM - problems with property info sheet
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"	ASM/Waste Management team/tenants groups/FM	• work in progress	• **HIGH - major funding and working practices issues**

• 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			

3. Improving access to the service.

Action	Responsible Officers/Team*	Current Status	Risk** High, Medium & Low
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	• work in progress	• MEDIUM - CBC dependent
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	• work in progress	• LOW
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	• work in progress	• LOW
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	• work in progress	• LOW
IP3.5 All leaflets to be replaced by updated versions with new strapline detailing the availability of the information in alternative formats by September 2003.	ASM	• no action	• LOW
IP3.6 CBH leaflets and posters to be offered to all statutory and voluntary agencies and public buildings.	ASM	• work in progress	• LOW
IP3.7 Establish an e-mail service user group to circulate CBH information to.	TPTL	• work in progress	• LOW
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	• LOW
IP3.10 Introduce monthly Housing Support Officer and Estate Manager housing management surgeries for tenants at the sheltered housing schemes.	SNM/ASM	• work in progress	• LOW
IP3.11 Cultural/Racial awareness/diversity training to be arranged for all staff to attend. Training to be open to CBH Board members and	ASM/BSM	• work in progress	• MEDIUM - experiencing

	Tenant Federation members.			problems with available trainers
	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	• MEDIUM - alternative approaches need to be considered
	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	• work in progress	• LOW
	IP3.15 Interview room no.1 to have new counter and computer access. (Whaddon Lodge)	ASM	• work in progress	• MEDIUM - IT strategy implications
	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	• MEDIUM - issue currently out of CBH control
	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	• LOW

4. Improving services by involving tenants.

Action	Responsible Officers/Team*	Current Status	Risk** High, Medium & Low
IP4.1 Neighbourhood Warden pilot for India & Pakistan House, and Scott & Edward Wilson House.	ASM	• work in progress	• LOW
IP4.2 Service Standards for sheltered housing service to be agreed by the sheltered housing forum.	SNM/TPTL	• no action	• MEDIUM - actual task target is 2004
IP4.3 Establish a disability forum.	TPTL	• work in progress	• LOW
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	• work in progress	• MEDIUM - potential 10+ NA's
IP4.5 Establish: • a tenant training programme • a joint tenant, officer and member training programme (priority for technical staff).	TPTL	• work in progress	• LOW
IP4.6 Establish • tenant involvement in contractor selection • tenant involvement in the works assessment and post-inspection of empty homes	TPTL/PPM/RRM	• work in progress	• MEDIUM
IP4.7 Develop cross tenure compacts	TPTL	• work in progress	• MEDIUM - several agencies involved
IP4.8 Establish & support project boards • India & Pakistan House • Scott & Edward Wilson House • St Paul's neighbourhood	TPTL/NTL	• no action • work in progress • no action	• MEDIUM • LOW • LOW
IP4.9 A new Mutual Exchange register and promotion being developed with the Cheltenham Tenants & Leaseholders Federation.	ASM/Tenants Federation.	• work in progress	• MEDIUM - current hiatus
IP4.10 The Tenant Involvement team to meet with all staff to explain and promote staffs role in the Tenant Participation Agreement.	TPTL/ASM	• work in progress	• LOW

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	• work in progress	• LOW
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	• work in progress	• MEDIUM - extensive TP agenda/workload
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	• work in progress	• LOW
IP4.14 Rent account statements to be sent to all tenants quarterly.	BSM/FM	• work in progress	• LOW
IP4.15 Technical staff to participate in the liaison meetings with the Tenants & Leaseholders Federation.	PIM/PPM/RRM	• work in progress	• LOW

5. Ensuring services are cost effective.

Action	Responsible Officers/Team*	Current Status	Risk** High, Medium & Low
IP5.1 Develop neighbourhood profiling and sustainability model to assist both with management of housing management resources and capital programme investment.	ASM/PIM	• work in progress	• MEDIUM - reliant on info from other agencies
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	• work in progress	• LOW
IP5.3 Post-inspections to be prioritised by value, trade, operative or responsive to customer feedback.	RRM	• work in progress	• LOW
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/PIM	• work in progress	• MEDIUM - extensive piece of work
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	• work in progress	• MEDIUM - still manual collection of data
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	• work in progress	• LOW
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	• work in progress	• LOW
IP5.8 New procurement strategy in place which incorporates "green	PIM	• work in progress	• LOW

policy for purchasing"			
IP5.9 Appointments system - current system under review to ensure efficient and effective working. Alternative options to be considered.	RRM	• no action	• MEDIUM - needs a complete change of processes
IP5.10 Housing Inspectors to be updated on the rolling programme of vehicle replacement on their arrival (3rd November 2003).	PIM/RRM	• work in progress	• LOW
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	• MEDIUM - needs change in procedure, processes and culture
IP5.12 Repairs re-charge policy to be implemented.	FM/PIM/RRM	• work in progress	• LOW
IP5.14 Section 20 notices to provide leaseholders with information on all the payment options available to them.	PPM	• work in progress	• LOW
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	• LOW
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	• work in progress	• LOW
IP5.17 Orchard training and support issues: • 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	BSM	• work in progress	• MEDIUM - IT Strategy workplan issues
IP5.18 Orchard attributes module to be implemented, allowing general access to the stock condition survey data.	BSM/PIM	• no action	• MEDIUM - IT Strategy workplan issues
IP5.19 Working procedures and the interface between the Orchard/Cplus/APTOS computer systems to be improved, including improved commitment accounting.	BSM/PIM/RRM	• work in progress	• MEDIUM - IT Strategy workplan issues

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	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	• LOW • MEDIUM - IT Strategy workplan issues

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

Action	Responsible Officers/Team*	Current Status	Risk** High, Medium & Low
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	• work in progress	• MEDIUM - requires complete overhaul of processes & culture
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	• work in progress	• LOW
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	• LOW
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	• LOW
IP6.5 Reports detailing all credit accounts to be run by arrears officers every month.	NTL	• no action	• LOW
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	• work in progress	• LOW
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	• LOW
IP6.8 All new tenants to be visited at home within 28 days of the tenancy start date.	ASM/NTL	• no action	• LOW

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	• work in progress	• LOW
IP6.10 Estate Managers to receive technical training for non-technical staff.	ASM/BSM	• no action	• LOW
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	• work in progress	• **HIGH - over 5,000 files need reviewing & updating**
IP6.12 Team to have revised health & safety risk assessments and fire procedures. (Whaddon Lodge)	ASM	• work in progress	• MEDIUM - change of record keeping
IP6.13 Automatic opening doors - risk assessment to be completed and recommended action implemented. (Coronation Square)	ASM	• no action	• LOW
IP6.14 All front-line managers to receive training on the council's/companies staff management procedures and management responsibilities.	SMT members	• work in progress	• LOW
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	• work in progress	• LOW
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	• work in progress	• LOW
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	SMT members	• work in progress	• MEDIUM - extensive piece of work involving CBH board, CBC, Tfed, other service providers and

	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.			tenants/customers
	IP6.18 Reasons for Refusal report to be manually constructed in advance of implementation of IT Strategy.	ASM	• no action	• MEDIUM - manual collection of data
	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	• work in progress	• MEDIUM - requires complete overhaul of processes & culture
	IP6.20 Operatives performance management to be reviewed in-line with the companies performance management framework.	RRM	• no action	• MEDIUM - linked to IP6.19 & timescales
	IP6.21 Asbestos policy in place and all appropriate staff trained.	PIM/RRM/PPM	• work in progress	• LOW
	IP6.22 Management of Gas Servicing: • Orchard's UDC system to be used to flag-up over due gas servicing, thus alerting 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.	BSM/PPM	• work in progress	• LOW

• New gas servicing monitoring system in place including improved monitoring of the gas servicing contractors.			
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	• work in progress	• **HIGH - manual collection of data** • LOW

** Risk: High, Medium & Low.

There is a high risk to CBH on not completing (or in the case of some specific improvements, having the route to completion well mapped-out) any or all of the improvements listed.

The risk assessment made for each individual improvement is an indication of officers concerns about the companies ability to implement the improvement either for internal or external reasons.

*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