

## CBH improvement plan reality check update as at 3<sup>rd</sup> September 2003.

<b>IP 1 Set up of CBH and Separation from CBC</b>				
<b>Action</b>	<b>Responsibility (or transfer of responsibility)</b>		<b>Timescale</b>	<b>Status</b>
1.1	Appraisal of Stock Investment Options and Section 27 Application	CBC	2001-2002	Complete
1.2.1	Recruitment and establishment of CBH Board	(CBC to CBH)	Nov 2002 - June 2003	Complete
1.2.2	CBH Constitution, initial company documentation and policies	(CBC to CBH)	Nov 2002 – March '03	Complete
1.2.3	Board review of committee structures	CBH	May – July 2003	Complete
1.3.1	Separation of roles (CBH landlord roles and former repairs DLO; CBC community and enabling)	CBC and CBH	Oct 2002 – April 2003	Complete
1.3.2	Operational handovers and liaison	(CBC to CBH) and (CBH to CBC)	April 2003 – June 2003	Work in progress
1.4.1	CBH objectives and vision, details of Delivery set out in Delivery Plan	(CBC to CBH)	Dec 2002	Complete
1.4.2	Review of Delivery Plan assumptions and budgets	CBH	July 2003	Work in progress
1.4.3	Challenge and review of delivery mechanisms (structure and process)	(CBC to CBH)	Jan 2003 – Sept 2003	Work in progress
1.5.1	Joint Consultative Committee established	(CBC to CBH)	Sept 2002	Complete
1.5.2	JCC for TUPE transfer	(CBC to CBH)	Sept 2002 – March '03	Complete
1.5.3	JCC for delivery changes: repairs operatives pay and conditions, stores, technical team structures, area office structures	(CBC to CBH)	Dec 2002 to August 2003	Work in progress
1.6	Update of HRA Business Plan	CBH (for CBC)	April 2003 – July 2003	Complete
1.7.1	Review of tenant compact	CBH	May 2003 – Nov 2003	Work in progress
1.7.2	Review of Housing Forum	(CBC to CBH)	Feb 2003 – June '03	Complete
1.7.3	Review of Neighbourhood Monitoring Panels	(CBC to CBH)	Dec 2002 – June '03	Complete
1.7.4	Estate/Neighbourhood Agreements	CBH	May 2003 onwards	Work in progress

1.8.1	Restructure and review of back office functions (Finance + Business Support)	CBH	April 2003 – August 2003	Complete
1.8.2	Implementation of IT strategy	CBH	April 2003 – 2005	Work in progress
1.9	Completion Certificate (schedules to management agreement + SLAs)	CBC + CBH	April – July 2003	Work in progress
1.10	Board and management review of performance management (including performance reports and Improvement Plan)	CBH	April – Sept 2003	Work in progress
1.11.1	Procurement strategy, new contract documentation and selection mechanisms	CBH to CBH	July 2002 – Jan 2003	Complete
1.11.2	Review of Council standing orders (for contracts)	CBC	May '03 – Nov. 2003	Complete
1.11.3	Operational procurement and management processes (including forward plan consultation and contractor selection panels)	CBH	June '03 – November 2003	Work in progress
1.12.1	Development of sustainability model	CBC to CBH	Sept '02 – March '03	Complete
1.12.2	Use of model to review delivery patches and mechanisms for estate management	CBH	May 2003 – Sept '03	Work in progress
1.13.1	Tenant Panels – contractor selection	CBH	May – August '03	Work in progress
1.13.2	Investment conference	CBH	January 2004	Planning stage
1.14.1	Review of budgets and workload splits: planned, reactive, voids and emergencies	CBH	April – July 2003	Work in progress
1.14.2	Cross cutting performance review: voids	CBH	June – Sept '03	Work in progress
1.15.1	Review of service standards, access and information	CBH	April – Sept '03	Work in progress
1.15.2	STATUS tenant satisfaction survey	CBH	May – Oct 2003	Work in progress

<b>IP 2 The setting, publishing, promoting and monitoring of clear service standards and targets.</b>			
	<b>Action</b>	<b>Responsible Officers/Team</b>	<b>Current Status</b>
IP2.1	All staff issued with name badges to wear when interviewing customers.	ASM	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 - CY & TP	work in progress
IP2.3	New "Behaviour Contract" signs to be placed in both area offices.	ASM - TD & SB	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	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 - SB & JJ	work in progress
IP2.6	New office sign, with opening hours. (Coronation Square)	ASM - SB	complete
IP2.7	Results of call monitoring for the repairs call-centre to be published.	RRM	work in progress
IP2.8	Service standards and general advice and information to be made available at all the sheltered housing schemes	SNM/HSTL	work in progress
IP2.9	Commence programme for achieving the Code of Practice for sheltered housing.	SNM	Planning stage
IP2.10	Revised lettings pack and offer letters, plus property information sheets to be included with offer letters.	ASM - DW & KM	work in progress
IP2.11	Review the delivery of the cleansing contract: <ul style="list-style-type: none"> <li>■ revision of the information management for authorisation of payments</li> <li>■ review standards and publish to all tenant/leaseholders who receive cleaning services</li> <li>■ review of concept and definition of "supercleans"</li> <li>■ work with Tenants Federation to establish tenant monitors in blocks</li> <li>■ establish a neighbourhood based system of audits</li> <li>■ ensure register of blocks cleaned and those not reviewed bi-annually, kept up-to-date and circulated to both officers and tenant groups</li> <li>■ review available budgets with CBC to fund service improvements.</li> </ul>	ASM/Waste Management team/tenants groups/FM	work in progress

<b>IP 3 Improving access to the service.</b>			
	<b>Action</b>	<b>Responsible Officers/Team</b>	<b>Current Status</b>
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	ASM	work in progress
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 - TD & SB	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	work in progress
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 - TD & CW	work in progress
IP3.5	As existing leaflet supply runs out replacement leaflets to have new strapline detailing the availability of the information in alternative formats by September 2003.	ASM - TPTL	work in progress
IP3.6	CBH leaflets and posters to be offered to all statutory and voluntary agencies and public buildings.	ASM - TPTL	work in progress
IP3.7	Establish an e-mail service user group to circulate CBH information to.	TPTL	work in progress
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 - TP	work in progress
IP3.9	Floating support service for 27 elderly & disabled tenants.	SNM	complete
IP3.10	Introduce monthly Housing Support Officer and Estate Manager housing management surgeries for tenants at the sheltered housing schemes.	SNM/ASM	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- GH	complete
IP3.12	Area offices to evaluate the possible benefits of operating a numbered waiting system in the reception.	ASM	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.	ASM - TD & CW	work in progress

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	complete
IP3.15	Interview room no.1 to have new counter and computer access. (Whaddon Lodge)	ASM - TD	work in progress
IP3.16	CBH to continue to press the managing agent concerning their responsibility to maintain the building to a decent standard. (Coronation Square)	FM - SB	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- GH	work in progress

<b>IP 4 Improving services by involving tenants.</b>			
	<b>Action</b>	<b>Responsible Officers/Team</b>	<b>Current Status</b>
IP4.1	Neighbourhood Warden pilot for India & Pakistan House, and Scott & Edward Wilson House.	ASM - DW	complete
IP4.2	Service Standards for sheltered housing service to be agreed by the sheltered housing forum.	SNM/TPTL	work in progress
IP4.3	Establish a disability forum.	TPTL	work in progress
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
IP4.5	Establish: <ul style="list-style-type: none"> <li>■ a tenant training programme</li> <li>■ a joint tenant, officer and member training programme (priority for technical staff).</li> </ul>	TPTL	complete
IP4.6	Establish: <ul style="list-style-type: none"> <li>■ tenant involvement in contractor selection</li> <li>■ tenant involvement in the works assessment and post-inspection of empty homes</li> </ul>	TPTL/PIM/ASM	work in progress
IP4.7	Develop cross tenure compacts	TPTL/ASM - CT	work in progress
IP4.8a	Establish & support project board for India & Pakistan House	TPTL- DW	planning stage
IP4.8b	Establish & support project board for Scott & Edward Wilson House	TPTL/DW	work in progress
IP4.9	A new Mutual Exchange register and promotion being developed with the Cheltenham Tenants & Leaseholders Federation.	ASM/Tenants Federation.	work in progress
IP4.10	The Tenant Involvement team to meet with all staff to explain and promote staffs role in the Tenant Participation Agreement.	TPTL	work in progress
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.	NTL/TPTL	work in progress
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	Tenant Federation and CBH	complete

	engaging with the landlord via traditional methods.		
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
IP4.14	Rent account statements to be sent to all tenants quarterly.	FM	work in progress
IP4.15	Technical staff to participate in the liaison meetings with the Tenants & Leaseholders Federation.	PIM/PPM/RRM	work in progress

## IP 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	work in progress
IP5.2	Payment methods: <ul style="list-style-type: none"> <li>■ Direct Debit payment method to be offered to all tenants.</li> <li>■ Telephone payments (Debit cards) to be available via the arrears teams.</li> </ul>	FM- MW	work in progress
IP5.3	Post-inspections to be prioritised by value, trade, operative or responsive to customer feedback.	RRM	work in progress
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 all 'call-centre' staff; the scope & volume of work completed "out-of-hours"; reporting mechanisms; and the implementation of the re-charge policy & procedure.	FM	work in progress
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
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
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
IP5.8	To have new procurement strategy in place.	PIM	complete
IP5.9	Appointments system - current system under review to ensure efficient and effective working. Alternative options to be considered.	RRM	work in progress
P5.10	Housing Inspectors to be updated on the rolling programme of vehicle replacement on their arrival (3rd November 2003).	PIM/RRM	work in progress
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	Planning stage



IP5.12	Repairs re-charge policy to be implemented.	FM/PIM/RRM - MW	work in progress
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	complete
IP5.14	Section 20 notices to provide leaseholders with information on all the payment options available to them.	PPM - AT	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	work in progress
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
IP5.17	Orchard training and support issues: <ul style="list-style-type: none"> <li>■ Structured IT/Orchard (GUI) training programme to be implemented</li> <li>■ Orchard working procedure manuals to be produced for use by staff</li> <li>■ Orchard user group to be established</li> <li>■ Orchard induction training for new st</li> </ul>	BSM	work in progress
IP5.18	Orchard attributes module to be implemented, allowing general access to the stock condition survey data.	BSM/PIM	Planning stage
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
IP5.20	Managing information concerning planned and responsive works: <ul style="list-style-type: none"> <li>■ 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)</li> <li>■ Orchard Planned Programme module to be implemented</li> </ul>	BSM/PPM	Planning stage

<b>IP 6 Ensuring effective management of risk, including the health &amp; safety of staff and tenants.</b>			
	<b>Action</b>	<b>Responsible Officers/Team</b>	<b>Current Status</b>
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 - TD, SB, CM, LT & DS	work in progress
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, number of tenants in arrears, etc.; and in graphical form with target lines. Staff to also receive monthly reports to tenants in credit.	ASM - TD & SB	work in progress
IP6.3	Arrears working procedures and letters: <ul style="list-style-type: none"> <li>■ Arrears working procedures to be reviewed</li> <li>■ Arrears officers to be given copies of standard letters &amp; encouraged to adapt to meet tenants circumstances</li> <li>■ Current arrears letters to be updated</li> </ul>	ASM - TD & SB	work in progress
IP6.4	The use of UDC's on the Orchard system to be reviewed to improve their use, especially to highlight vulnerable tenants ("Check House File" - link to IP6.1).	ASM/BSM	Planning stage
IP6.5	Reports detailing all credit accounts to be run by arrears officers every month.	SB, TD & MW	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/BSM - TD	work in progress
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.	Allocations Working Group- DW & KM	work in progress
IP6.8	All new tenants to be visited at home within 28 days of the tenancy start date.	NTL's	work in progress
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 - DW	work in progress
IP6.10	Estate Managers to receive technical training for non-technical staff.	ASM	Planning stage
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.	TD & SB	work in progress

IP6.12	Team to have revised health & safety risk assessments and fire procedures. (Whaddon Lodge)	TD, CM, SH & DS	work in progress
IP6.13	Automatic opening doors - risk assessment to be completed and recommended action implemented. (Coronation Square)	ASM - DS	Planning stage
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
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 ranging targets..	ASM - TD & SB	work in progress
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	complete
IP6.17	Performance Management Framework: <ul style="list-style-type: none"> <li>■ CBH to review all it's service standards and targets and establish a performance management framework (approved by CBH Board)</li> <li>■ Identify strategic and operational standards and targets</li> <li>■ Either clarify, remove or add standards and targets, depending on the strengths and weaknesses of the performance management framework</li> <li>■ Publish key service standards and targets clearly to the public/customer</li> <li>■ Set targets for staff in-line with companies vision/objectives/performance management framework</li> <li>■ Support the framework with a management system that measures progress against these service standards and targets and publicise our results.</li> </ul>	ASM/PIM/BSM	work in progress
IP6.18	Reasons for Refusal report to be manually constructed in advance of implementation of IT Strategy.	KM & DW	work in progress
IP6.19	Health & Safety: <ul style="list-style-type: none"> <li>■ The Depot to have a H&amp;S audit</li> <li>■ A staff member to be trained and seconded to review all H&amp;S procedures and implement safe practices</li> <li>■ Seconded to also support other managers across the company to deliver improved procedures and safe working practices</li> <li>■ Each team will have an appointed H&amp;S representative who will have their H&amp;S training</li> </ul>	PIM/RRM - DS	work in progress

	needs addressed with companys training plan.		
IP6.20	Operatives performance management to be reviewed in-line with the companies performance management framework.	RRM	Planning stage
IP6.21	Asbestos policy in place and all appropriate staff trained.	PIM/RRM/PPM	complete
IP6.22	<p>Management of Gas Servicing:</p> <ul style="list-style-type: none"> <li>■ Orchard's UDC system to be used to flag-up over due gas servicing, thus alerting housing management staff</li> <li>■ The importance of gas servicing and how tenants can assist the landlord will be promoted using posters and tenant newsletter articles</li> <li>■ New gas servicing access procedures to be written, circulated &amp; training provided to all staff</li> <li>■ The back-log of gas servicing to be cleared</li> <li>■ Gas servicing will be up-to-date in terms of available access</li> <li>■ New gas servicing monitoring system in place including improved monitoring of gas servicing contracts.</li> </ul>	BSM/PPM	work in progress
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)	PIM/PPM/RRM	work in progress

\* 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

HSTL - Housing Support Team Leader

TPTL - Tenant Participation Team Leader (VS)

CY - Carl Yearwood

TP - Tracey Palmer

TD - Terry Davies

SB - Sara Bennett

DW - Dave Wheeler

KM - Kate McMahon

CT - Chris Traversa

MW - Matt Ward

AT - Amanda Taylor

CM - Chris Morrall

LT - Lisa Tandy

DS - Dave Skipsey

CW - Caroline Walker