

HRA Improvement Plan 2007-2008

Priority Recommendation and Key Criteria	Milestones	Details	Status	Snr Mngr
1 Continue to improve customer focus and diversity (KLOE 6)				
1.1 Improving and developing information for residents				
a. Ensure that all leaflets and publications:				JR
i. Have title in appropriate community languages ii. Show translations available in appropriate community languages and other formats iii. Show up to date telephone number, email and address	<ul style="list-style-type: none"> ◆ August 2007 - March 2008 	<ul style="list-style-type: none"> ◆ Rolling programme of review & reprint for all publications. Report to HRA Improvement Group of percentage complete ◆ Analyse tenancy database for translation requirements ◆ Larger font facility for website available 	Translations now complete will be used as reprints due and new documents issued. Good Neighbours Leaflet, Service Standards and Leaseholder Handbook will be first. Will complete by March 08 as per target Tenancy data base 95% complete. Systems team reviewing data recording and will develop report	JR
b. Clearly set out what service users can expect in terms of response from customers including time scales, e.g. Anti Social Behaviour (ASB) Include information on the compensation policy and how to access it	<ul style="list-style-type: none"> ◆ July - August 2007 ◆ September 2007 ◆ September / October 2007 ◆ November 2007 	<ul style="list-style-type: none"> ◆ Updated service standards and ASB responses (to be agreed with CANAct & service providers) ◆ Draft standards to be reviewed by HRA Improvement Group ◆ Consult on draft standard with tenant focus group ◆ Publish new ASB Standard 	With tenant involvement monitoring panel and SMT September 2007 and issue in October 2007	JR
c. Provide a full range of leaflets including those for complaints and Ombudsman at all service points	<ul style="list-style-type: none"> ◆ August 2007 	<ul style="list-style-type: none"> ◆ Carry out audit to establish current provision and put process in place to comply 	Audit complete - leaflets updated and all in place.	JR
d. Develop a leaseholder handbook and provide to all existing and new leaseholders	<ul style="list-style-type: none"> ◆ July 2007 ◆ October 2007 ◆ December 2007 	<ul style="list-style-type: none"> ◆ Obtain budget approval for development and publication of handbook ◆ Develop content for handbook ◆ Publish & distribute handbook 	Complete August 2007 Work to tie in with leasehold forum developments and survey. Publication dependent on developments from leasehold survey.	JR

<p>e. Update the tenant handbook information (e.g., resident involvement) and issue to all new and existing tenants</p>	<ul style="list-style-type: none"> ◆ July 2007 ◆ November - December 2007 	<ul style="list-style-type: none"> ◆ Reissue contact numbers and addresses sheet ◆ Update web version 	<p>Complete August 2007</p>	<p>JR</p>
<p>f. Involve residents in the development of the communications strategy</p>	<ul style="list-style-type: none"> ◆ July - September 2007 	<ul style="list-style-type: none"> ◆ Work alongside Tenant Involvement Team to develop communications strategy 	<p>With JR - pending launch of communications topic panel</p>	<p>JR</p>
<p>g. Ensure that all Anti Social Behaviour action plans are signed by alleged victims</p>	<ul style="list-style-type: none"> ◆ September 2007 ◆ October 2007 	<ul style="list-style-type: none"> ◆ Produce overview of Respect Agenda for CRIMP & ASB Group. ◆ Produce proforma for check back on cases 	<p>Ongoing, ASB panel set up and working with Oxford City Homes respect project now has completion date of March 1 2008, with sign up to RESPECT on 1st January 2008.</p>	<p>SP</p>
<p>h. Publicise details of cleaning and grounds maintenance schedules and service standards in appropriate positions in and around estates</p>	<ul style="list-style-type: none"> ◆ October - November 2007 	<ul style="list-style-type: none"> ◆ Agree locations for posting standards and develop rolling programme to post updated information. ◆ Carry out mystery shopping of service standards 		<p>JR</p>
<p>1.2 Using the tenant profile</p>				
<p>a. Complete the tenant population information and use it to:</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Develop and initiate periodic data report 	<p>Currently stands at 95% complete</p>	<p>SP</p>
<p>i. Identify the key community languages for tenants</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Analyse data and assess potential impacts for service provision 	<p>There are issues around this data and lack of fields to record data in IWORLD - ongoing work to find solution with systems team.</p>	
<p>ii. Identify the preferred method of communication with tenants</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Develop implementation plans 	<p>There are issues around this data and lack of fields to record data in IWORLD - ongoing work to find solution with systems team.</p>	
<p>iii. Identify tenants with special needs and vulnerability with a system that all staff can readily access</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Develop reporting process to HRA Improvement Group 	<p>There are issues around this data and lack of fields to record data in IWORLD - ongoing work to find solution with systems team. Staff training required.</p>	
<p>iv. Establish ways in which the service needs to be modified to provide equal access and avoid discrimination</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Report to HRA Improvement Group 	<p>This piece of work should be cross cutting all of Oxford City Homes - further discussions required to reflect all areas of business</p>	

<p>b. Ensure that tenant with a need for aids and adaptations identified have their cases are proactively progressed and outcomes monitored</p>	<ul style="list-style-type: none"> ♦ August 2007 	<ul style="list-style-type: none"> ♦ Develop formal procedures to identify needs through tenancy updates and Occupational Therapy referral ♦ Meet with Occupational Therapist to discuss boundaries and establish cost implications. ♦ Develop formal procedures to follow up once need identified, including grading of adaptations to enable fast tracking of less complicated installations. 	<p>Complete August 2007</p> <p>Ongoing review process to look at service delivery</p> <p>Done - fast tracking in place</p>	<p>BT</p>
<p>1.3 Improving and using resident feedback - KLOE 5</p>				
<p>a. Follow up the STATUS and other surveys and data available to identify more information, e.g. responses from local areas, reasons for accessing services, those not accessing the service, etc, e.g. tenant resource centre, repairs service. Use the findings to develop ways in which the service might be adapted</p>	<ul style="list-style-type: none"> ♦ July – October 2007 	<ul style="list-style-type: none"> ♦ A sub-group from the Tenant Involvement Monitoring Group will start to review information gathered as a result of the STATUS survey. Report findings and recommendations back to HRA Improvement Group, Customer Service Group and CRIMP. 	<p>Pending launch of new topic panels and monitoring group in October</p>	<p>LD</p>
<p>b. Set targets and find ways to increase response rates to customer satisfaction surveys</p>	<ul style="list-style-type: none"> ♦ July - September 2007 	<ul style="list-style-type: none"> ♦ Review current practices and develop action plan 	<p>Telephone Survey introduced to follow up non respondents to repairs satisfaction survey. Repairs satisfaction survey separated from work order confirmation and issued on job completion. Ongoing review process to look at other options</p>	<p>LD</p>
<p>c. Ensure that the BME household response can be separately established in all customer surveys</p>	<ul style="list-style-type: none"> ♦ October 2007 	<ul style="list-style-type: none"> ♦ Review of information recorded to tenancy database and repairs satisfaction module. Report back to HRA Improvement Group 	<p>Pending launch of new customer service topic panel and monitoring group in October</p>	<p>LD</p>
<p>d. Introduce ways to determine leaseholder satisfaction</p>	<ul style="list-style-type: none"> ♦ June-August 2007 ♦ September - November 2007 ♦ December 2007 ♦ January 2008 	<ul style="list-style-type: none"> ♦ Draw up survey form with Leaseholder representatives ♦ Carry out survey, analyse responses and report to HRA Improvement Group ♦ Formulate action plan from outcomes ♦ Implement action plan as appropriate 	<p>Recruitment of representatives and drafting of survey complete.</p> <p>Survey form to be agreed by leasehold forum and Snr Management Team</p> <p>Feed information through to Leaseholder Handbook as appropriate</p>	<p>LD</p>

e.Ensure that all Anti Social Behaviour complainants are kept up to date with progress at regular intervals	♦ October 2007	♦ Review existing practices and guidance. Issue updated versions to all staff.	Respect Project now has completion date of March 1 2008, with sign up to Respect on 1st January 2008	SP
f.Monitor all service standards and report outcomes to residents at regular intervals	♦ October 2007 ♦ October 2007 ♦ November 2007	♦ Define service standard measures and input to CorVu (performance management system) ♦ Consult with relevant topic panels to confirm measures and methods ♦ Publish updated service standards ♦ Include service standard performance information in external publications	Ongoing review process for performance measures - report back to HRA Improvement Group	JR
1.4 Improving Access				
a.Improve the quality of responses to telephone and email and in recorded messages	♦ November 2007 ♦ November 2007 ♦ January 2008	♦ Determine standard for responses & messages - proposed wording to be taken to HRA Improvement Group ♦ Consult proposals with trade unions ♦ Implement new standards	On target	GB
b.Ensure that all staff wear name and job title badges Include CRIMP members as integral part of service	♦ September 2007 ♦ Ongoing wide ranging involvement ♦ 1st October 2007	♦ Research and determine identity badge design option ♦ Consult proposal with trade unions ♦ Name badges to be worn from this date	Complete Complete Tenant involvement monitoring panel to be issued with name badges as soon as possible	GB
c.Further develop service access points – children’s facilities, privacy for interviews, waiting times access for wheelchairs	♦ September 2007	♦ Review of current service access points underway. Work to develop access points dependent on decisions made ♦ Update HRA Improvement Group	Pending Service Outlet Review report and planning decisions	SF
d.Ensure that residents and staff are clear about the roles of landlord services and CANACT & develop protocol for working together	♦ January 2008	♦ Agree protocol for joint working practices and clarify roles with CaNACT. ♦ Report back to HRA Improvement Group	Respect Report now has completion date of March 1 2008, with sign up to Respect on 1st January 2008.	SP

<p>e. Continue to work with the County Council to reduce long waits for aids and adaptations</p>	<ul style="list-style-type: none"> ◆ Ongoing July 2007 ◆ July 2007 - April 2008 	<ul style="list-style-type: none"> ◆ Develop formal procedures to follow up once need identified ◆ Continue project to establish partnership working agreement with Disabled Adaptations Team and Health and Social Care Directorate ◆ Implement agreement 	<p>Regular meetings with OT's, continuing to monitor work flow and debate wider funding issues. Report to SMT, tenant involvement monitoring panel & HRA Improvement Group. Funding issues have delayed start - will be detailed in report</p>	<p>BT</p>
<p>f. Identify the number of technical responsive repair pre-inspections and their impact on tenants. Set targets to minimise.</p>	<ul style="list-style-type: none"> ◆ October 2007 ◆ December 2007 	<ul style="list-style-type: none"> ◆ Draw up monthly report for pre-inspections through business object reporting - input required from IS Team ◆ Evaluate completed inspections and identify non-essential inspections ◆ Develop procedure to assess and order inspections - including trade and team leaders inspections ◆ Report to HRA Improvement Group ◆ Implement new procedures and monitor impact on workloads to determine resource implications ◆ Amend Servitor to operate new Optitime diaries 	<p>Systems team still working on issues around business report</p> <p>To follow on from evaluation</p> <p>Following on from evaluation of reporting</p>	<p>GC</p>
<p>g. Improve the quality of responsive repairs pre-inspections to eliminate delays for tenants and introduce quality control measures.</p>	<ul style="list-style-type: none"> ◆ October 2007 ◆ December 2007 ◆ January 2008 ◆ July 2007 - January 2008 	<ul style="list-style-type: none"> ◆ Revise existing procedures for technical staff and produce amended tick list ◆ Review performance under new procedures ◆ Review resources requirements ◆ Work to be incorporated with review and evaluation process above - 1.4f 	<p>Contact Centre staff have a tick list to help decision to raise inspection or order work required</p> <p>Ongoing - referred to Leaseholder Forum 24.09.2007</p>	<p>GC</p>
<p>h. Consider additional staff training to avoid potential delays for tenants, e.g. new types of gas boilers</p>	<ul style="list-style-type: none"> ◆ Ongoing July 2007 	<ul style="list-style-type: none"> ◆ Existing training plan, with in house support from Quality Assurance/Manufacturers. 	<p>Reviewed existing training plan. Internal Quality Assurance in place. Manufacturers have already given up to date training for existing staff. CORGI registration and training compulsory for gas engineers 5 yearly. Complete.</p>	<p>GC</p>

	♦ November 2007	♦ Review training needs once leaseholder and tenant appliance scheme initiated	Leasehold properties with gas identified. Service options under discussion, including charges. Consultation to go to Leaseholder Forum.	GC
i. Complete the development of and implement the range of choice for tenants in modernisations schemes and voids	♦ September 2007 ♦ November 2007 ♦ 1st January 2008	♦ Report progress & consultation response for Capital programme and void property scheme to topic panel, and HRA Improvement Group ♦ Report to Housing Advisory Panel on final schemes ♦ Publicise scheme through tenant newsletter ♦ Implement scheme	Scheme operational for void properties. Topic Panel consultation meeting due in October.	CP
j. Adjust the definition used to calculate compliance with the service standard for completing responsive repairs to comply with the Audit Commission Housing Inspection definition	♦ Ongoing December 2008	♦ Review Audit Commission Housing Inspectorate definition and establish impact against local definition.	Advice sought from other organisations through Housemark.	GC
1.5. Organisational Issues				
a. Ensure that all staff have attended mandatory diversity training including cultural disability awareness. Include tenant involvement panel members as integral part of service	♦ Autumn 2007 ♦ Autumn 2007 ♦ Spring 2008	♦ Carry out appraisal of training need & identify priorities for training ♦ Develop and roll out training programme ♦ Develop and roll out higher level training programme for specific staff	Huge piece of work that has required additional staff resource and extensive research. To dovetail with any training that tenant representatives need	LD
b. Develop ways to embed diversity into all aspects of the work; consider using existing staff as 'champions', working with local community groups, special events etc.	♦ Autumn 2007	♦ Establish Oxford City Homes Equalities Group and report to HRA Improvement Group	In house Equalities & Diversity Group set up to work with Corporate Group.	LD
c. Monitor the diversity performance of contractors	♦ July 2007- April 2008	♦ Monitor performance against existing contract criteria and report to HRA Improvement Group	Contracts to be monitored 6 monthly and/or at the end of each contract.	AT

2 Strengthen and further develop resident involvement					
2.1 Planning & delivering resident involvement					
a. Progress the implementation of the new structure for involvement	♦	October 2007 ♦	3 topic panels to be in place		LD
	♦	December 2007	♦ Remaining topic panels in place		
	♦	June 2008	♦ Review of new structure. Report to HRA Improvement Group		
b. Complete the development of the new tenant compact and launch	♦	October 2007 ♦	Compact complete & launched	Dates for publication and launch to be finalised at end of October	LD
c. Find ways to increase the take up of support for tenants (child care etc) to become involved	♦	July 2007 – March 2008	♦ Identify options to fund support		LD
	♦	March 2008	♦ Submit report of options to HRA Improvement Group		
d. Set targets for BME Community involvement and continue to find ways in which they can become involved	♦	December 2007	♦ Set up Equalities Topic Panel under new structure	Roll out of new topic panels begins	LD
e. Seek to ensure that the experience of the Oxford Tenants Panel members is used in the transition to the new involvement structure and beyond.	♦	July 2007	♦ Transitional arrangements in place from Oxford Tenants Panel to new structure	Development of new tenant involvement monitoring panel includes existing member from Oxford Tenants Panel	LD
f. Continue to develop the role of the leaseholder forum and identify outcomes and performance indicators and agree a work programme	♦	July 2007	♦ 2 leaseholders appointed to monitoring panel	Complete	LD
	♦	December 2007	♦ Carry out satisfaction survey for leaseholders	Draft survey currently under consultation	
	♦	January 2008	♦ Report survey outcomes to HRA Improvement Group		
2.2 Improving the impact of resident involvement					
a. Develop the involvement of residents in monitoring services, e.g. mystery shopping, voids property inspections, estate service monitoring etc	♦	December 2007	♦ Topic panels to consider options for monitoring of services		LD
b. Continue to use residents to drive changes to the service and develop a portfolio of evidence for use at future inspections	♦	July - September 2007	♦ Tenant Participation Team to develop processes with support from TPAS. Report back to HRA Improvement Group	Ongoing	LD

<p>c. Ensure that residents are always involved at the very start of future activities and projects rather than consulted at a late date.</p>	<ul style="list-style-type: none"> ◆ October – December 2007 	<ul style="list-style-type: none"> ◆ Topic panels will begin that will improve this process. ◆ Update policies and procedures manuals to include involvement. ◆ Train staff/ issue guidance notes 	<p>Tenant involvement monitoring panel members attending HRA Improvement Group and Housing Advisory Panel to keep informed of projects. Tenant Compact is enduring commitment to involvement at all stages.</p>	<p>LD</p>
3. Increase efficiency and value for money				
3.1. Understanding service costs & how they compare				
<p>a. Further develop knowledge of costs of services and how they compare with others through benchmarking and other activities. Where appropriate establish robust reasons for variance</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Undertake review of 2005/6 information input to HouseMark and determine need for additional measures. Report findings back to HRA Improvement Group 	<p>Report due to HRA Improvement Group in October 2007. Input to Housemark complete.</p>	<p>JR</p>
<p>b. Continue to identify and achieve reductions in support costs</p>	<ul style="list-style-type: none"> ◆ September 2007 ◆ October 2007 ◆ April 2008 	<ul style="list-style-type: none"> ◆ Review all Service Level Agreements ◆ Define amendments and reductions where appropriate ◆ Implement reduced charges 	<p>Current review of SLA's and organisational structure at Council level. Pending outcome of reorganisation</p>	<p>GB</p>
<p>c. Establish the actual cost of discretionary services and prepare a case that shows the benefits and cost verses quality factors</p>	<ul style="list-style-type: none"> ◆ July 2007 ◆ August 2007 ◆ September 2007 ◆ November 2007 	<ul style="list-style-type: none"> ◆ Identify existing discretionary services ◆ Determine costs of provision of discretionary services ◆ Determine Value for Money of discretionary services ◆ Consult with Members to consider continuation of discretionary services and report back to HRA Improvement Group 	<p>Part of budget setting debate and process. Consultation with tenant representatives part of process.</p>	<p>JR</p>
3.2. Investing in stock and managing assets				
<p>a. Implement the recommendations of the KPMG Consultants report on responsive repairs</p>	<ul style="list-style-type: none"> ◆ Autumn 2007 	<ul style="list-style-type: none"> ◆ Assessing Cost reduction targets and track 	<p>Project assigned to Senior Management Team (SMT)</p>	<p>JR</p>
<p>b. Develop and implement an approach to procurement that employs a partnering method for contracted services</p>	<ul style="list-style-type: none"> ◆ July 2007 - April 2008 	<ul style="list-style-type: none"> ◆ Expand on existing procurement and partnering processes and report progress to HRA Improvement Group 	<p>Currently working with central Procurement Team to develop partnership contracts for next financial year.</p>	<p>AT</p>

<p>c. Ensure the in-house team delivers value for money – when was it last market tested?</p>	<ul style="list-style-type: none"> ♦ Autumn 2007 ♦ December 2007 	<ul style="list-style-type: none"> ♦ SOHA tender process used to market test delivery ♦ Determine tender outcome 	<p>Value for money demonstrated through tender processes - SOHA contract. Pricing starts October/November 2007.</p>	<p>GB</p>
<p>d. Investigate the possible excessive abuse of out of hours emergency service, e.g. gas systems and take action as appropriate</p>	<ul style="list-style-type: none"> ♦ September 2007 	<ul style="list-style-type: none"> ♦ Ongoing review of night time call out service to report to HRA Improvement Group 	<p>Review group looking at issues around caller diagnosis of repair - ongoing project.</p>	<p>GC</p>
<p>e. Extend the range of local performance indicators and set challenging targets, including, e.g.</p> <ul style="list-style-type: none"> i. % repairs completed first time ii. % repairs subject to variation iii. % repairs post inspected iv. Average original and final costs of repair orders subject to variation v. % pre-termination inspectors completed vi. Time for completing responsive and batched planned repairs pre-inspection 	<ul style="list-style-type: none"> ♦ November 2007 ♦ March 2008 	<ul style="list-style-type: none"> ♦ Undertake review of local performance indicators and submit proposals in annual review ♦ Implement agreed revised and extended range of performance indicators 		<p>JR</p>
<p>3.3. Improving income collection</p>				
<p>a. Identify ways in which occupation levels and income from garages can be increased in the short term and set targets until the future of all sites is determined</p>	<ul style="list-style-type: none"> ♦ September 2007 ♦ July 2007 ♦ October 2007 ♦ October 2007 	<ul style="list-style-type: none"> ♦ Review of garages complete ♦ Amend licence agreement to allow use for storage ♦ Review occupation and demand levels by block - determine feasibility for disposal or redevelopment ♦ Consider market level rents by area 	<p>Report made to Housing Scrutiny Committee in August 2007.</p> <p>Complete</p> <p>Review underway.</p> <p>Review underway.</p>	<p>RS</p>
<p>b. Develop an action plan to significantly decrease the % of tenants with more than seven weeks rent arrears – set a challenging target</p>	<ul style="list-style-type: none"> ♦ July - September 2007 ♦ October 2007 	<ul style="list-style-type: none"> ♦ Review rent arrears by patch - establish trends for arrears - seasonal, new tenants. Check that all have agreements in place ♦ Review existing patch targets and agree action plan 	<p>Review underway with members of RS the Rent Team.</p>	

<p>c. Take steps in advance of the implementation of Choice Based Lettings to minimise a potential adverse effect on future relet times flowing from:</p>	<p>i. Lack of a clear aim in the policy of the Choice Based Lettings scheme to reduce relet times; and</p>	<ul style="list-style-type: none"> ◆ December 2007 - March 2008 ◆ Review of policies by KPMG Consultants ('Critical Friend') ◆ Monitor initial bidding rounds to establish impact on re-let times ◆ Review bidding rounds frequency if required 	<p>GS</p>
<p>3.4. Improving internal efficiency</p>			
<p>a. Ensure that estate managers, etc, are aware of planned maintenance and capital work schemes at the earliest possible stage</p>	<ul style="list-style-type: none"> ◆ July 2007 ◆ October 2007 	<ul style="list-style-type: none"> ◆ Ensure Capital Programme plans are distributed ◆ Publish plans to Council websites and advise staff & residents of availability 	<p>Annual Capital Programme distributed and accessible for staff on M-Drive. AT</p> <p style="text-align: right;">JR</p>
<p>b. Further develop the liaison between estate managers, etc, and tenant participation team, e.g., sharing of work programmes, outcomes, etc</p>	<ul style="list-style-type: none"> ◆ Ongoing July 2007 	<ul style="list-style-type: none"> ◆ Team managers to ensure that liaison embedded in day to day working practices across tenancy services and participation teams 	<p>Tenant Participation manager invited to Tenancy Operations Meeting, no other developments LD/SP</p>
<p>4. Improve service planning and performance management</p>			
<p>4.1. Challenging targets</p>			
<p>a. Set BVPI targets for future years to achieve top 25% in a reasonable time</p>	<ul style="list-style-type: none"> ◆ July 2007 	<ul style="list-style-type: none"> ◆ Undertake review of current data collection with data owners. Devise and agree measures and develop annual target profile. 	<p>Complete August 2007 JR</p>
<p>b. Set local performance indicators and challenging targets for:</p> <ul style="list-style-type: none"> i. Resident involvement – outcome based, including diversity ii. Value for money (extend the existing range) iii. Lettings to BME households iv. Collection of leaseholder service charges 	<ul style="list-style-type: none"> ◆ December 2007 – March 2008 	<ul style="list-style-type: none"> ◆ Determine feasibility of performance indicators in these areas and set measures and targets where practicable. 	<p style="text-align: right;">JR</p>
<p>c. Amend the tenant population database target to 100% (as per the AC recommendation of 100%)</p>	<ul style="list-style-type: none"> ◆ Ongoing July 2007 	<ul style="list-style-type: none"> ◆ Continue with programme to populate database ◆ Report on progress back to HRA Improvement Group 	<p>Currently stands at 95% complete SP</p>
<p>d. Add the performance in removing offensive graffiti to local performance indicators and ensure that challenging targets are set</p>	<ul style="list-style-type: none"> ◆ October 2007 	<ul style="list-style-type: none"> ◆ Determine feasibility of performance indicators in this area and set measures and targets where practicable. 	<p style="text-align: right;">JR</p>

4.2 Service plans, their delivery and performance management				
a. Prepare a challenging, SMART medium term improvement plan for the whole service, implement and monitor progress. Use the plan to produce annual team plans	♦ July 2007	♦ Prepare HRA Improvement Plan		GB
	♦ February 2008	♦ Prepare 2008/2009 HRA Business Plan		GB
	♦ March 2008	♦ Produce team plans		All
b. Complete the updating of the Asset Management Plan	♦ July 2007	♦ Obtain completed asset register from Finance & Asset Management	Asset Register complete.	RS
	♦ August 2007	♦ Consult with Cross Party Working Group	Reporting to cross party working group during September 2007 - basis for forming asset management plan for future	
	♦ October 2007	♦ Develop draft Asset Management Plan and report to HRA Improvement Group in October		
	♦ November 2007	♦ Complete Asset Management Plan		
c. Complete the asbestos database in 2007/08	♦ April 2008	♦ Ongoing programme meeting monthly performance target	Ongoing	SF
d. Include housing in the council's annual efficiency statement	♦ 2007/2008	♦ Service information specified in 2007/2008 statement. Ongoing work for 2008/2009.	Complete	DH
e. Continue to embed performance management – roll out across the whole business unit	♦ April 2008	♦ Included in development of team plan working		All
f. Ensure that 100% of four week settling in visits are achieved	♦ Ongoing September 2007	♦ Review current working practices monitor performance	Plan in place to monitor on a weekly basis, current performance around 60%	SP
g. Introduce notes of monthly meetings with manager of OT section and use to track progress on key issues	♦ August 2007	♦ Develop formal agenda for existing monthly meetings	Done - meetings now formal, meeting notes taken and distributed.	BT
5. Good practice and other initiatives				
a. Review Anti Social Behaviour, domestic violence and harassment policies to ensure that they reflect current legislation and good practice	♦ October 2007	♦ Update existing policies to meet current legislation and good practice in consultation with Councillors, tenant & resident working groups and staff	Respect project now has completion date of March 1 2008, with sign up to respect on 1st January 2008.	SP

<p>b. Complete work to fully implement the Respect Agenda especially:</p> <ul style="list-style-type: none"> i. Awareness and training of staff and councillors ii. Review of strategies, policies and action plans iii. Monitoring cost and effectiveness of remedies for ANTI SOCIAL BEHAVIOUR iv. Action plan for wider Respect activities, including good neighbour agreements v. Attention to diversity vi. Homophobic and age related harassment vii. Risk assessment of potential lettings 	<ul style="list-style-type: none"> ◆ Ongoing September 2007 	<ul style="list-style-type: none"> ◆ Undertake review of existing strategies, policies and plans ◆ Assess cost effectiveness of existing processes and practices ◆ Develop and implement Respect Action Plan, including training programme and report back to HRA Improvement Group ◆ Separate policies under development with Community Housing Officer 	<p>Respect project now has completion date of March 1 2008, with sign up to respect on 1st January 2008.</p> <p>Work not started will raise with community housing on 17th September</p>	<p>SP</p>
<p>c. Formally identify new tenants at settling in visits – ensure that tenants and staff are aware of the types of identification accepted</p>	<ul style="list-style-type: none"> ◆ September 2007 	<ul style="list-style-type: none"> ◆ Issue guidance to tenancy services staff and implement procedure 	<p>Formal procedures being drawn up.</p>	<p>SP</p>
<p>d. Introduce a programme of regular estate inspections involving local residents, publicise dates widely well in advance and ensure that feedback mechanisms are in place for issues identified</p>	<ul style="list-style-type: none"> ◆ April 2008 	<ul style="list-style-type: none"> ◆ Ongoing review of working practices 		<p>SP</p>
<p>e. Ensure that where staff report potential tenancy breaches there is appropriate action feedback within a reasonable time</p>	<ul style="list-style-type: none"> ◆ Ongoing - October 2007 	<ul style="list-style-type: none"> ◆ Develop proforma/customer feed back form with focus group 	<p>Proforma complete. To be distributed to staff, with training at team meetings.</p>	<p>SP</p>
<p>f. Offer diversity training provided to contractors</p>	<ul style="list-style-type: none"> ◆ April 2008 	<ul style="list-style-type: none"> ◆ Develop and deliver training alongside staff plan 		<p>AT</p>
<p>g. Improve and enhance image of the tenant participation team for customers – consider renaming it the resident involvement team?</p>	<ul style="list-style-type: none"> ◆ June 2007 	<ul style="list-style-type: none"> ◆ Change wording in documentation and Compact to read 'involvement' ◆ Change Name of team to tenant involvement monitoring panel 	<p>Complete</p> <p>Tenant group resolving this issue at September meeting.</p>	<p>LD</p>
<p>h. Complete equality impact assessments for all elements of the service</p>	<ul style="list-style-type: none"> ◆ July – October 2007 ◆ October 2007 	<ul style="list-style-type: none"> ◆ Review Equality Impact Assessment processes and train staff member. ◆ Report to Housing Revenue Account Improvement Group 	<p>Ongoing work by Equalities and Diversities Group. Report to go to SMT and tenant involvement panel - all procedures affected</p>	<p>LD</p>

i. Deliver the action plan in the BME housing strategy	♦ April 2008	♦ Develop policy guidance & monitoring process. ♦ Develop training programme ♦ Report back to HRA Improvement Group	LD
6 Other recommendations – towards 3 star status			
a. Provide documents such as tenancy agreement in community languages and alternative formats where appropriate	♦ December 2007	♦ Review as part of alternative formats proposal. Report back to HRA Improvement Group	JR
b. Improve website appearance, impact and include text speech	♦ August 2007	♦ Develop plan to update website and report back to HRA Improvement Group	Web meeting agreed external review in Sept. HRA elements progressing but limited impact on appearance as this with General Fund. Text to Speech tested in July not successful now with BOCC to resolve technical issues
c. Build upon the work previously carried out in rationalising offices and opening hours – identify how well the new arrangements are working and take appropriate action to deal with issues raised	♦ April 2008	♦ Ongoing review of service delivery - including working practices and performance monitoring	SP
d. Develop a plan to ensure easy access to communal areas of estates and homes for those with special needs, including sensory awareness	♦ Ongoing	♦ Ongoing review of compliance with Disability Discrimination Act (2005) following on from work completed in local housing offices 2006/2007.	Ongoing monthly reports to Management Team
e. Enhance the tenant resource centre by developing a tenant led approach	♦ December 2007	♦ Encourage the set up of a sub-group of the Council Resident Involvement Monitoring Group to manage the Resource Centre	LD
f. Establish tenants' views on their newsletters and consider the introduction of local issues, special single estate pages to increase interest	♦ April 2008	♦ Work to be included in new Topic Group structure and focus groups	JR
g. Introduce a regular leaseholder newsletter	♦ April 2008	♦ Ongoing work with Leaseholder Forum to establish views and requirements	JR
h. Resolve the issue of funding for disabled aids and adaptations – ensure that the outcome does not have an adverse impact on performance	♦ October 2007 ♦ December 2007	♦ Research HRA obligations for adaptations - legislation and best practice ♦ Research funding streams for adaptations outside of HRA ♦ Develop policy for disabled aids and adaptations and set budget	RS

<p>i. Complete the project to define nature of stock and business unit required and develop an action plan to deliver the recommendations</p>	<ul style="list-style-type: none"> ◆ September 2007 ◆ October / December 2007 	<ul style="list-style-type: none"> ◆ Report to Cross Party Working Group ◆ Formulate action plan from response 	<p>Reporting to cross party working group during September 2007 - basis for forming asset management plan for future</p>	<p>RS</p>
<p>j. Offer gas safety checks and other work to leaseholders</p>	<ul style="list-style-type: none"> ◆ September 2007 ◆ February 2008 ◆ March 2008 ◆ April 2008 	<ul style="list-style-type: none"> ◆ Identify leaseholders with gas supply ◆ Determine appliances and scope of scheme & formulate price structure ◆ Issue written offer to tenants and leaseholders ◆ Evaluate responses, develop and initiate work plan 	<p>Complete</p> <p>Leasehold properties with gas identified. Service options under discussion, including charges. Consultation to go to Leaseholder Forum.</p>	<p>GC</p>
<p>k. Continue to improve liaison with the grounds maintenance contractor and seek to ensure that the (future) specification is changed to remove litter before grass cutting and is outcome based to facilitate monitoring by residents.</p>	<ul style="list-style-type: none"> ◆ April 2008 	<ul style="list-style-type: none"> ◆ Ongoing discussion pending Council restructure and service level agreements review. 		<p>AT</p>
<p>l. Develop work on a regional or sub-regional basis to tackle harassment</p>	<ul style="list-style-type: none"> ◆ Autumn 2007 	<ul style="list-style-type: none"> ◆ Included under current Respect Agenda delivery project work 	<p>Landlord Conference to be organised to encourage partnership working and response to ASB. Crime & Disorder Reduction Partnership to be invited to lead agenda.</p>	<p>SP</p>