

# **Wiltshire Council Landlord Service**

## **Improvement Plan**

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### **1. Foreword**

As a Councillor covering the very centre of the City of Salisbury I represent many council tenants who have a lot of trust in the council as their landlord. They demonstrated that trust when in 2006 they voted to keep the council as their landlord, and that was despite the fact that almost one third of the rent receipts goes in negative subsidy to central government.

I am please to say that in almost all cases our tenants live in good quality homes that meet the decent homes standard. The majority of our tenants are very happy with the repairs service and they do appreciate the way that the staff deal with their problems and enquiries. However I also know that we have to repay that trust our tenants have placed in us by striving to deliver the best quality service we can.

Our ambition is to see service delivered at the level of the top quartile and that means in some areas we have a lot of ground to make up, particularly around rent collection, void management and diversity and equalities. Of course there may also be other issues that are big priorities for our tenants and we need to know what is important for them. We need to know what is top of their list when it comes to investing in the stock. It is for that reason that I believe that it is vitally important to set up a Wiltshire Homes Commission that will include councillors, tenants and even expertise from other local landlords. The commission will need to understand what our future needs will be, what our tenants see as a priority and what resources we have to meet those needs. The Commission will then put together a prospectus with proposals for future service standards, investment and governance.

Tenants will have the opportunity to comment on and discuss the prospectus after which we will know what needs to be put in place for the future, and this will be the Best Deal for Council Housing.

This is a demanding improvement plan that will lead us to the Best Deal and top quartile performance and I am determined that the resources will be there to deliver this plan.

**Cllr John Brady**

**Wiltshire Council Cabinet Member for Economic Development Planning and Housing.**

## **2. Introduction**

- 2.1.** For our landlord service the first decade of the new millennium has been dominated by need to deliver the Decent Homes standard and the debate over whether the homes should stay in the ownership of the council. In 2010 both of those issues are resolved. There is no doubt that Wiltshire's council housing will meet and in many cases exceed the decent homes standard and in November 2006 the ballot of tenants conclusively established that a significant majority of tenants wished to continue as council tenants. Unfortunately in the aftermath of the stock transfer ballot some questions remained unresolved: what options could help deliver a robust long term business plan? What should be the standard of service tenants could expect? What is the future of the housing revenue account subsidy system and how would council housing fit into the new Wiltshire Council's vision for the future?
- 2.2.** This improvement plan heralds an emergence from that period of uncertainty. It is now a year on since the creation of Wiltshire Council and during that time the council was directing a lot of attention towards the important and fundamental task of merging together services that spanned five councils, including the Strategic Housing Service. We have now turned our attention to the improvement of housing management services with an aim to become one of the top 25% performing councils in the Country for housing management services. From the outset Wiltshire had identified affordable housing as a key priority, it being a key theme for the Wiltshire Assembly, and when the opportunity arose to build new council homes, Wiltshire was successful in bidding for over £4 million of grant to deliver 65 new homes. The Council has also made it very clear that it will remain true to the choice of its tenants. The corporate vision of high quality, low cost, customer focused services is one that holds good for housing too.
- 2.3.** During 2009 the Council supported the proposal to have an Audit Commission inspection of the landlord service. This would be an important tool in finding out how the service works, what we do well and where we need to improve. Consequently in February 2010 a team of inspectors arrived in Salisbury to meet with staff, tenants, councillors, and partners. Through interviews, data collection, and system testing the inspection was able to provide vital feedback on how our service works, its successes, and also revealing areas of weakness. The feedback from the audit commission has been an essential tool in establishing a baseline for the service and offering challenge as well as pointers for future service development and improvement.
- 2.4.** Wiltshire Council believes that the time is here to establish an improvement plan based around a strong future for our council housing service that looks ahead over 30 years. In 2006 council

tenants were offered a proposal and a future that would have meant the setting up of a new housing association. The Council produced a glossy offer document that contained an ambitious package of changes, the possibility of borrowing to pay for improvements and modernisations plus retention of the millions of pounds paid in negative subsidy each year. Tenants voted overwhelmingly to reject that offer and decided to stay as council tenants. Since that ballot there have been some slight but favourable changes to council housing finance and Communities and Local Government have also circulated proposals that if introduced could allow Wiltshire's council tenants to buy out of the subsidy system. However these proposals remain just that, proposals.

- 2.5. The council and tenants now need to develop a vision for a high quality landlord service for council owned homes, improving the service to one that could be acknowledged as one of the top 25 performing councils in the Country for housing management services. The most practical way to measure this is to establish a basket of key indicators that are well defined and subscribed to nationally by most council housing services. It is the council's objective to achieve top quartile performance across the basket of key indicators by March 2012. It is expected that the indicators will include; void times; repairs completed on time; rent collection; and customer satisfaction. This will require some challenging thinking around the business plan, levels of investment, spending and how assets are to be used. The council will develop a Prospectus for Council Homes. It will be as imaginative and comprehensive as Stock Transfer offer documents have been. It will be consulted on in detail with tenants across South Wiltshire and with their representatives. Tenants will be given the support of expert and independent advice in taking forward and shaping the prospectus. The prospectus will be the cornerstone of the **Best Deal for Wiltshire Council Housing**; the best deal will encompass the future of the service including asset management, service levels and the performance targets we aspire to. It will be the way we do business from 2012 onwards. It will be the promise to our tenants.
- 2.6. In order to give the long term vision the best possible start we will be setting up a Wiltshire Homes Commission that will have a number of key tasks: to oversee the development of the prospectus; to develop an innovative vision for the governance of our council housing that puts tenants and councillors at the heart of governance; and to have responsibility for the implementation of the improvement plan.
- 2.7. Whilst we need to have our sights set on an innovative and inspiring long term vision we also have a number of pressing matters to address now. Some are very practical and simple enhancements such as improving the quality and array of information available to our customers; securing DDA compliant premises; this is taking place now with support from both Strategic Housing services and corporate teams. Improved performance around voids and rent arrears will need systems reviews, requiring a re-brigading of housing management skills and support of external advisors. We will take early action to put

this in place. Most importantly, in order for the Wiltshire Homes Commission to carry out its role effectively we will need to identify the full potential capacity of our service given the resources we have available. We will engage a Business Improvement Champion who will be embedded within the service but working directly to the Director of Housing. Their role will be to ensure an overall review of *capacity and potential* is carried out; to ensure the business plan is developed; to put in place an asset management plan, and to identify the priority changes that need to be introduced immediately if we are to deliver high quality, low cost and customer focused services as quickly as possible.

- 2.8.** Of course change is already taking place and this improvement plan will identify a number of activities where improvement has already been introduced. These can be seen in Appendix C.
- 2.9.** Wiltshire Council is a new council and celebrates its first birthday on 1 April 2010. A key reason for creating a unitary council for Wiltshire was to ensure that skills, abilities and resources from across the 5 councils could be brought together to help individual services work better for their customers.
- 2.10.** The Council has a very high level of commitment towards the delivery of this improvement plan and is actively supporting the Landlord Service with personnel, finance and expertise from across the council at both a senior level and at a practitioner level. This will be seen in the section on implementing the plan.
- 2.11.** The new council has been in existence for a year and has already proven its ability to successfully deliver major change. This includes the move to the new Council (recognised at a national level by CLG); significant improvements in adult social care using the 'systems thinking' approach (recognised by the Care Quality commission and by service users and carers), the introduction of the major business management programme and SAP system, improvements in other services such as planning; and a 'green flag' for involving local people in decision making. This brings central capacity including systems thinking, performance, equality and diversity and procurement. Within the Housing service, there is new strategic and performance capability to support improvement.
- 2.12.** This capacity and expertise will drive and underpin the improvement to the landlord service. A new Landlord Services Business Champion is being brought in, and will report to the Director of Housing. The Business Champion will have day to day responsibility for delivering the improvement plan. This person will be supported by the arrangements outlined below, and clear governance arrangements will ensure that real improvement is achieved.
- 2.13.** Full details of the entire action plan are set out in Appendix A to this report.

### 3. Executive Summary

**3.1. Main points of reference** In developing this improvement plan the council has had a number of key documents available to it including:

- Audit Commission inspection feedback
- CAA
- Independent audit on equalities and diversity
- Housemark benchmarking data
- Stock condition survey data and latest business plan
- Action plan from the self assessment completed in November 2009

**3.2. Scope of the plan** The recent landlord service inspection focussed on most aspects of the landlord service, but did not specifically look at Tenant Participation or Sheltered Housing. The scope of this report will be all aspects of the landlord service including the governance of the service.

**3.3. The Wiltshire context** The Council's goals are to;

- Deliver high quality, low cost, customer focused services,
- Ensure local, open, honest decision making,
- Create stronger more resilient communities

Consequently the improvement plan is set out in a way that illustrates just how improvements to the landlord service will help Wiltshire meet its goals.

**3.4. Key areas for improvement** A table showing full details of the areas for improvement are set out in the action plan at appendix A. here, a number of priority matters have been highlighted.

**3.4.1. Local, open and honest decision making**

- Consult with tenants on a prospectus for housing that will set out service standards, options for future investment and planning future use of assets such as garage sites.
- Consult with tenants on future arrangements for governance. This could involve consultation on setting up a board of tenants, councillors and independents to lead the strategic direction of council housing and to give guidance on key areas of decision making
- Create a Wiltshire Housing Commission involving Key Cabinet members, tenant representatives and independent stakeholder advisors e.g. RSL partners and CAB. The purpose will be to oversee the implementation of the improvement plan, develop the Wiltshire Homes Prospectus and develop innovative proposals for governance.

**3.4.2. High quality low cost customer focused services**

- To achieve upper quartile performance against a basket of key indicators within 2 years.
- Agree and implement the Best Deal for Council Housing by 2012
- Systems thinking review of: - repairs and maintenance; voids; adaptations; major works

- Research Good Practice with top landlords - staff, tenants and Councillors to go out in teams to visit other landlords who have high standards of service and high levels of customer satisfaction. Identify good practice and present findings to a conference of staff, Councillors and tenants.
- Ensure all reception and office areas used by Housing Management are DDA compliant, support for non English speaking customers and those with communication needs.
- To ensure that all customer charter standards are monitored and reported to tenants and to fully consider signing up to the respect standard.
- Support tenants to participate in mystery shopping, quality check void repairs, estate inspections.
- Introduce on line repairs diagnosis and reporting.
- Improve repair appointment system and recording to ensure repairs are right first time.

#### **3.4.3. Create stronger more resilient communities**

- Implement procurement strategy for all building maintenance work including involvement of tenants throughout the process.
- Continue with programme of asbestos surveys and complete a review of the county asbestos policy to ensure it now includes all housing management assets.
- Consult with tenants on providing lock changes routinely on each void
- Implement a programme of estate inspections
- Produce Asset Management Strategy
- Review and expand the anti social behaviour policy to include racial harassment and hate crime. Ensure all staff are trained in these areas and recognise the signs of ASB, racial harassment and hate crime.
- To recruit a new Equality and Diversity post within the Housing Strategy and Support team to take a lead role on all housing related equalities and diversity issues
- Internal Audit of gas servicing system

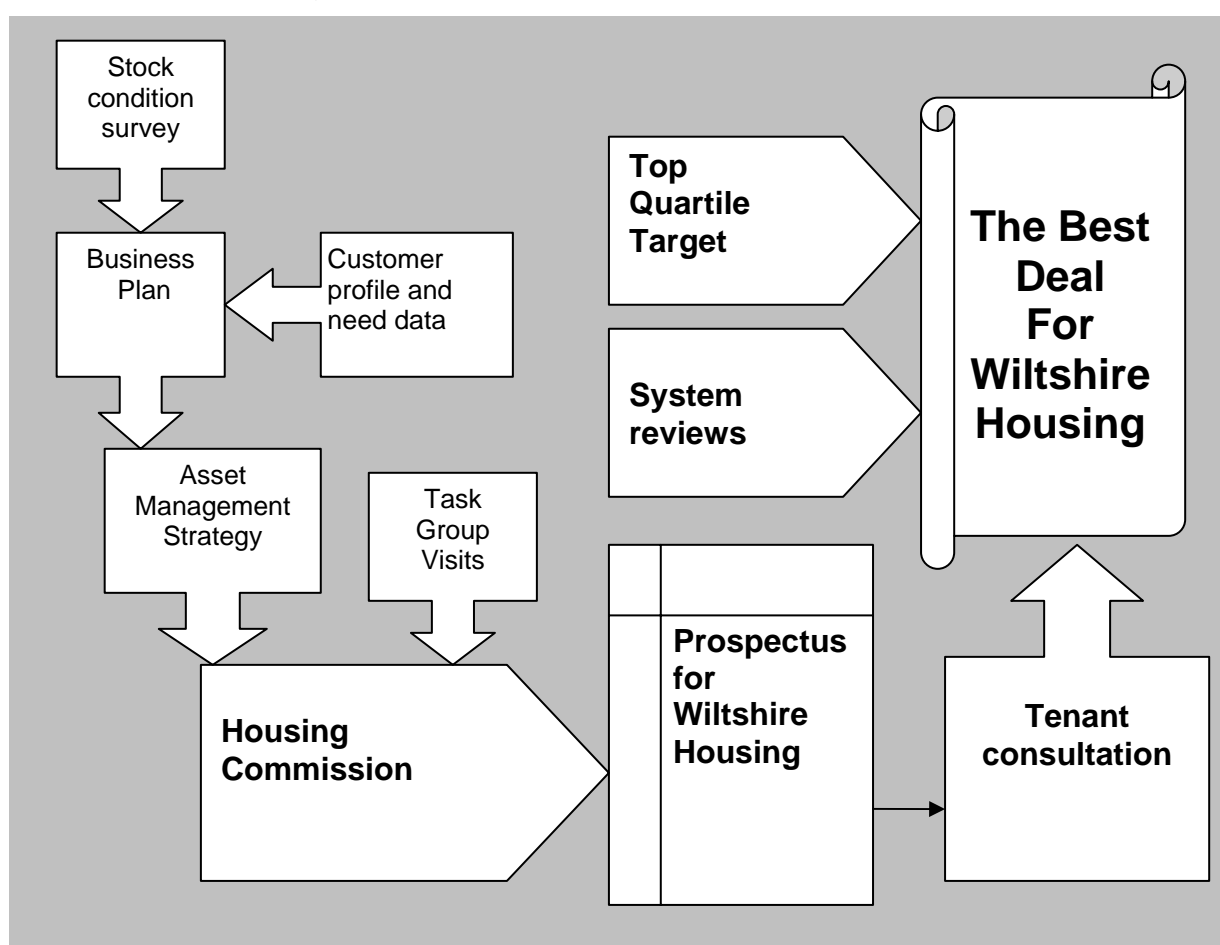
**3.5. Key Outcomes for Tenants** Appendix D provides a highlight of the key outcomes that tenants can expect by 2012 following the implementation of the improvement plan.

## 4. The Best Deal for Wiltshire Council Housing

4.1 The *Best Deal* will be the new future and packaging of the service that will emerge from this improvement plan. The Best Deal will be an all encompassing offer that we will be a promise to deliver, a package, that our tenants feel best meets their needs.

4.2 Throughout the improvement plan there will be a whole array of activities that will shape the service:

- Choices made in developing an Asset Management Strategy
- Firming up our business plan
- Systems reviews of the way we operate
- The work of the Commission
- Consultation with tenants on their aspirations
- Learning from the best landlords



4.3 It seems highly likely that the outcome of systems reviews and prioritisation by tenants will be a need to restructure some if not most of the landlord service, a process that is likely to take place in 2011/12

## 5 Key strengths and weaknesses

5.1. The Audit Commission inspection has been opportune in highlighting at an early stage in the life of the new council some activities where the service is performing well and other areas where there is much room for improvement. Key aspects are highlighted below.

### 5.2. Stronger Areas

- Meeting the decent homes standard
- Gas servicing
- High standard on refurbishments
- Staff attitude and approach to customers
- Staff knowledge of their customers
- Co location of ASB Reduction Officer
- Strong provision to address the needs of customers with mental health issues.
- Capacity of council to manage performance improvement at a corporate level
- Benefits of a corporate diversity and equalities function as well as the role of strategic housing in providing dedicated support on E and D in the future.
- Ability of the council to deliver improvement on poorer performing areas has been demonstrated in relation to Adult Care.
- The council has been recognised nationally for its strong performance in delivering Local Government Reorganisation
- Capacity of Strategic Housing to deliver support to landlord service on a whole array of activities including Equality Impact Assessment, Performance Management, information and publicity.
- Ability of the new council to bring teams together corporately to deliver projects such as new build council housing.
- The stated commitment of the council to the future of its council housing.
- The status of affordable housing as one of the top two priorities for Wiltshire.
- The commitment of the council to putting in place the necessary resources to create real improvement in the landlord service, including significant senior officer from other departments such as: Business transformation, Performance Management and procurement, and the commitment of time and support from Cabinet and Scrutiny.

- High levels of customer satisfaction with responsive repairs
- Programme in place for Workplace Transformation and movement to DDA compliant offices and a one stop shop.
- Good tenants magazine

### **5.3 Weaker areas**

- Diversity and Equality
- Customer profiling
- Void turnaround
- Income management
- Information and publicity material
- Approach to repairs inspections
- Carrying out repairs on time
- Lack of Asset Management Strategy
- Thorough and up to date policies and procedures
- Poor reception areas and offices
- Deficiencies around Anti Social Behaviour and hate crime
- Failure to carry out exit surveys following end of action.
- Lack of programmed visits to tenants at various stages in their tenancy
- VFM difficulties in relation to procurement
- Difficult to demonstrate the impact of tenant involvement on strategic decision making.

## 6. Delivering Improvement

**6.1** Following stock transfer, the District Council felt that in order to manage the retained stock and have sufficient funds in future years it would be necessary to reduce revenue spending in current years. This led to a reduction in staff to levels that leave little or no capacity beyond day to day operational duties. Consequently the council is acutely aware that in order to deliver this improvement effort will need to be made to free up resources within the HRA and also to make available to the Landlord Service appropriate support and expertise from strategic housing, the council corporately and externally. Additionally it is also important to note that there is a strong level of support for this improvement plan from the council's political leadership.

**6.2 A 2 year plan** The council acknowledges that breadth and depth of some the weaknesses cannot be put right overnight. Therefore the council has framed improvement within a two year programme that will ensure that by March 2012 top quartile performance will be achieved across a basket of key indicators and also that the Best deal for Council Housing will have been established setting out the long term vision for the stock investment and the shorter term vision for service standards.

**6.3 The Management of Improvement** The improvement plan will be presented to Cabinet and Scrutiny for their input adoption and active engagement. This will lead to the setting up of the Wiltshire Homes Commission.

**6.3.1 Wiltshire Homes Commission** will consist of:

- 2 Cabinet members
- 1 Scrutiny member
- Tenant representatives
- Corporate and service director level officers
- Housing Association CEO and or other independent sector representatives to provide external challenge

The commission will have the following functions:

- To have strategic ownership of the improvement plan, monitor its implementation and where appropriate agree changes to the plan.
- To oversee the deployment of resources in relation to the plan
- To ensure that good progress is being made towards the overall aim of delivering top quartile performance.
- To consider and agree the Asset Management Strategy and business plan prior to consideration by cabinet.
- To oversee the development of the prospectus
- To finalise the Best deal for Council Housing.

**6.3.2 Housing Improvement Steering Group**

This group is already being brought together and consists of both housing management staff and corporate colleagues at head of service and service director level. There will be a core team of:

- Director of Housing
- Director of Business Transformation
- Director of Performance
- Head of Housing Management
- Head of Housing Strategy and Support
- Head of Business Arrangements
- Landlord Service Business Champion (when appointed)

The team will have responsibility for the week to week management of the Improvement plan making detailed planning around when services reviews should take place and the setting up of individual task groups.

**6.3.3 Housing Management Team** Throughout the improvement plan we will free up resources from this team to focus on delivering the actions and ensure that these posts are back filled to allow for the day to day responsibilities of this service to continue

**6.3.4 Landlord Service Business Champion** The Council will seek to quickly take on a suitable experienced person to take on the full time role of Business champion. This person will have the day to day responsibility for delivering the improvement plan. Whilst they will be embedded within the housing management team they will be line managed by the director of housing.

**6.3.5 Director of Housing** will throughout the improvement plan devote a high proportion of his time to the improvement plan and will spend around 60% of time on the project.

**6.3.6 Strategic Housing** The Strategic Housing Team has only just reached full strength, it being a brand new team set up after reorganisation. A key function of this team is to provide support to the more operational housing services. The team will provide the following support:




- Redesign of leaflets and publicity materials
- Carrying out of Equalities Impact Assessments
- Once the new E and D officer is in place – making sure that training is delivered; appropriate monitoring and policies are in place and being acted upon.
- Management of performance improvement
- Research, policy development and customer satisfaction monitoring.

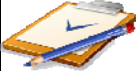


**6.3.7 Head of Business Arrangements** will support the project with 20 % of his time particularly directed at performance improvement.

- 6.3.8 Business Transformation** This team may be able to support service reviews with their own staff. However it may be possible that external consultants need to be engaged for the reviews.
- 6.3.9 Task Groups** will be set up in the short term to identify and deliver immediate changes that can be put in place to support improved performance or assist the implementation of the improvement plan.
- 6.3.10 Reporting** On performance will be made on a regular basis to Cabinet, Scrutiny and the Tenants Panel.






**HOUSING LANDLORD SERVICES - IMPROVEMENT PLAN**

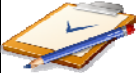
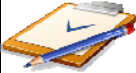
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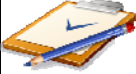

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
<b>Customer Care - Access to services</b>							
Y	CCA1	Ensure all public reception areas used for tenancy related matters are DDA compliant and planned in consultation with tenants.	Derek Streek	Apr-11	Estate Offices and main reception (Milford Street) now compliant	Green	
Y	CCA2	Gathering comprehensive information on the profile of tenants, across all diversity strands, and their needs when accessing services, and using this to tailor services to individual needs* and inform higher level service development and delivery.	John Pearce, Derek Streek	Oct-10 Apr-11*	A profile is now held on 63% of tenants. A further postal survey has obtained a further 200 profiles.  Data used to improve service, e.g. mobility issues flagged up on screens allows visitors/staff to give more time for tenants to answer doors	Green	
Y	CCA3	Working with tenants to develop a comprehensive set of measurable service standards covering all the services inspected, monitoring delivery against these,	John Pearce	Oct-10	The annual report was signed off by Cabinet at the end of September and the service standards have been produced. Reports go to tenant panel	Green	
Y	CCA4	In consultation with those tenants who are affected, exploring options for the communal areas of all flatted blocks and ensure that those receiving the cleaning service are appropriately . charged. (see sm33 duplicate item)	Pennie Taylor	01/04/2011 date changed in consultation with TSA	Tenants Panel would like to see service charges made and cleaning extended to all areas. This is now a major project that will need to be re-specified to complete in March 2012	Amber	



AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
Y	CCA5	Consulting all tenants on their preferred ways of accessing services and using this to develop an access and customer care strategy which will inform the design and delivery of housing management services.	John Pearce	Survey by Oct. Strategy by April 11	A communication strategy has been drafted based around the responses to the surveys we have done.	Green	
Y	CCA6	Using benchmarking data to ensure that services are achieving an optimum balance of cost quality and performance and taking action to understand and address any imbalances.	Derek Streek	Oct-10	Analysed Housemark benchmarking report. An 8 week programme has been agreed with Plan to do (VFM consultants) commenced on 25/10/10	Green	 Complete pending final sign off
	CCA7	Duplicate - item deleted					
	CAA8	Analysis Report of Customer Complaints with Action Plans, to analyse former complaints and its learning and agree an ongoing monitoring arrangement and reporting to tenant's panel.	Wendy Gubbins	May-10		Green	
	CAA9	Capture information on compliments and complaints and share through tenant newsletter.	Ruth Howard and John	May-10	This information now goes into every edition of Housing matters	Green	
Y	CAA10	Ensuring that customer feedback mechanisms are in place for all service areas with the results monitored, reported and action taken to address any dissatisfaction and with feedback given to tenants on how their views have informed service delivery.	John Pearce	Oct-10	Mechanisms in place Complete and surveys carried out on all key transaction/service types	Green	

**Equality and Diversity**



AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	ED11	Recruit a new Equalities and Diversity lead post within the Housing Strategy and Support team who will take a lead role on all housing related equalities and diversity issues	Amanda Smith	Jun-10	Linda Diamond now in post.	Green	
Y	ED12	Carrying out comprehensive equality impact assessments covering all aspects of the housing management service, report on the findings and take steps to address any barriers.	Amanda Smith, John Pearce, Linda Diamond	Oct-10	There are 8 key policy area that have been focussed on. In 3 cases the EIA work is well advanced and in 5 areas we are currently carrying out the EIAs	Green	 Complete pending final sign off
Y	ED13	Carrying out a thorough self-assessment based on the new single equalities act and the codes of practice for Race, Disability and Gender - relevant to housing - t	E&D Officer	Oct-10	Was due to be signed off at Jan tenants panel however this meeting was inquorate. Will go to next one	Green	 Complete pending final sign off
Y	ED14/19	Comprehensively monitoring the characteristics of tenants who are and are not accessing housing management services, reporting on the findings and taking steps to remove any barriers identified. Carry out research and put in place data capture that will establish a better understanding of our customer profile	E&D Officer	Oct-10	Used status survey and telephone survey as evidence base plus other qualitative inputs to identify characteristics of non engaging tenants	Green	
Y	ED15	Monitoring contractors' ongoing compliance with equality and diversity principles and offer them the opportunity to undergo the same training that is available to staff. Carry out research	Peter Bravery/ Ben Lawson	Feb-11	Complete with E and D training being provided for contractors (at cost)in March 2011	Green	 Complete pending final sign off


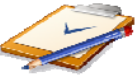

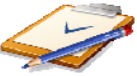
AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
Y	ED16	Monitoring the profile of staff and involved tenants by all diversity strands to ensure that they reflect the make up of the wider community and develop an action plan to address any imbalances identified.	E&D Officer	Oct-10	We need to know who we employ across all areas of housing - email to all managers with form for all staff to complete this is compulsory - we need to devise format and send out to all team managers to get completed asap Undertake monitoring by survey	Green	
	ED17	Duplicate item deleted					
Y	ED18	Working with tenants to develop a comprehensive range of customer information which is informative, easy to understand, carries straplines about their availability in other formats and languages and which are consistently displayed in all housing access points and on the website.	John Pearce Ruth Howard Nicola Jarvis Sarah Hartley	Mar-11	This item links in with CCA7 - Updated Website and leaflets up and running/in place. Website is subject to further testing and amendments. Website and leaflets to be reviewed and updated on regular basis New website in development	Green	 Complete pending final sign off
Y	ED19	Duplicate item deleted					
	ED20	Follow up the diversity audit completed in Nov 09 on Klee 31 and ensure actions identified are taken forward.	Linda Diamond	Jun-10		Green	 Complete pending final sign off
	ED21	Duplicate item deleted					




AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	ED22	Ensure all new staff complete E&D training and review training needs of all current staff to ensure up to date training on E&D is completed.	John Pearce	Sep-10		Green	 Complete pending final sign off
	ED23	Ensure all new staff complete dignity at work training and then extend this to all staff in housing.	Linda Diamond	Sep-10	We have provided opportunity for dignity at work training in the past however not all staff were able to attend. Consequently two further sessions have been put on in April and all staff are required to attend.	Red	
	ED24	Evaluate feedback following E&D awareness & customer care KLOE training and determine if this should be extended across housing.	Linda Diamond	Oct-10	Feedback obtained and further plans for training to all areas of Housing. Training program now being devised for all of housing not just HM Feedback gathered and more planned training needed across all areas. Training plans now established to go to tenants panel for sign off Jan 11	Green	 Complete pending final sign off
	ED25	To ensure all housing staff complete level 2 safeguarding training.	Linda Diamond Derek Streek	Dec-10	Training has now been undertaken - ongoing rolling program to be devised for the future. Training plans now established.	Green	 Complete pending final sign off




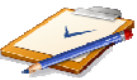
AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	ED26	Consider whether we should sign up to the respect standard.	John Pearce	Mar-10		<b>Green</b>	 Complete pending final sign off
	ED27	Train staff to conduct robust Equality Impact Assessments (EIAs) for all policies and strategies (including reviewing existing policies and strategies) and participate in the corporate EIA panel reviews	Nicole Smith	Apr-10	we trained one person from each of the housing teams (i.e. one person from housing management , one from options, one from new housing etc). We also trained a tenant rep	<b>Green</b>	 Complete pending final sign off
<b>Strategic Management</b>							
	SM28	Introduce the Best Deal for Council Housing - This will be a comprehensive programme based around the agreed Prospectus for Wiltshire Homes	Graham Hogg	Sep 2011 to Mar 2012	1. Consultation with tenants on prospectus- December 2011, dependant on Publish prospectus for Wiltshire homes 2. Tenants panel and Cabinet to agree deal amending proposals in prospectus based on consultation - Jan 2012 3. Set out a programme for delivery of best deal and decide who will own and oversee implementation - Feb 2012	<b>Amber</b>	
	SM29	Develop a clear purpose and strategy for Landlord services that is firmly set within the wider Housing Strategy and the Council's corporate plan - all under the umbrella of Wiltshire's community plan. - working with tenants and taking a wide view of housing within Wiltshire's resilient communities - with a clear understanding of the	Graham Hogg	Oct-10,	Draft text for inclusion in the housing strategy will be complete by early April this will then be available for consultation with tenants and wider stakeholders as part of the Housing Strategy consultation process.	<b>Red</b>	






AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	SM30	Review structure of landlord service to meet with outcomes of service reviews and aspirations of the Best Deal for Council Housing.		Mar 2011 to Mar 2012	<ol style="list-style-type: none"> <li>1. Review Management Structure - 31/10/10</li> <li>2. Implement new management structure - 31/1/11</li> <li>3. Prepare Draft structure - 31/12/11, dependant on SM32</li> <li>Formulate Best Deal SM31</li> <li>undertake system/process review</li> <li>4. Consult on structure - 31/1/12</li> </ol>	Amber	
	SM31	Undertake a process/system review in conjunction with tenants of several key areas of the service: Phase 1 - voids Phase 2 - repairs and maintenance Phase 3 - income management - possibly others following scoping This includes a good understanding of customer demand and preferences. It will inform access, choice based lettings, procurement, recharges, value	Graham Hogg,	End date for 3 main phases March 2011	<ol style="list-style-type: none"> <li>1. A process review has been completed on the voids service and as at March 2011 had reduced the void turnaround time to under 26 days.</li> <li>2. A lean review of the repairs service has commenced and this will take several months to complete.</li> <li>3. Work has not yet started on income management. - It will be necessary as part of the</li> </ol>	Amber	
	SM32	The Commission, with tenants to develop a prospectus for housing. The prospectus should set out service standards, options for future investment and planning future use of assets. Once agreed by tenants and the council the Prospectus will become the Best Deal for Council Housing. <b>See Vfm 100.</b>	Graham Hogg, Derek Streek, Nicole Smith, Ruth Howard, Caroline Tiller.	Aug-11	<ol style="list-style-type: none"> <li>1. As new procedures and approaches develop bank these to go into prospectus - 31/7/11, dependant on PMA 71 develop Asset Management Strategy</li> <li>2. Develop structure and style of prospectus in conjunction with tenants - 30/11/10</li> <li>3. Agree final contents - 15/8/11</li> <li>4. Identify how prospectus will be</li> </ol>	Amber	
Y	SM33	Duplicate item deleted					

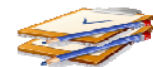
AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	<b>SM34</b>	Consult with tenants on future arrangements for governance. This could involve consultation on setting up a permanent Wiltshire Homes Commission of tenants, councillors and independents to lead the strategic direction of council housing and to give guidance on key areas of decision making. Independent advice will be provided to tenants as part	Graham Hogg, Derek Streek, Ruth Howard	Oct-11	1. Submit options to housing commission and tenants panel - 31/5/11 2. Insert preferred option into prospectus and publish prospectus - 31/8/11 3. Carry out consultation on governance along with other proposals in the prospectus -	<b>Amber</b>	
	<b>SM35</b>	Implement the programme of estate inspection.	Officer Time	Mar-10	As at Mar 2011 the programme has been set up and a series of inspections have already taken place	<b>Green</b>	 Complete pending final sign off
<b>Anti social behaviour</b>							
<b>Y</b>	<b>ASB36</b>	Developing a programme of risk-assessed and targeted occupancy checks.	Chris Greenwood	Jan-11	Completed	<b>Green</b>	 Complete pending final sign off
<b>Y</b>	<b>ASB37</b>	Developing with tenants a comprehensive anti-social behaviour (ASB) strategy and step by step guidance for staff dealing with it.	Chris Greenwood	Apr-11	Policy draft now being written with involvement with Neighbourhood Housing Managers. Still on course to finish March/April 2011. However the updated	<b>Green</b>	

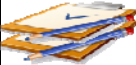




AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
Y	ASB38	Comprehensively monitoring and reporting on the effectiveness of the tools used to address ASB; performance against target response times; the quality of ASB casework and customer satisfaction on case closure.	John Pearce	Oct-10	Database revised. Satisfaction surveys being sent out.  Each Tenant's Panel receives a report on ASB. Neighbourhood Managers are now carrying out a satisfaction survey when any case is closed.	Green	  Complete pending final sign off
	ASB39	Review and expand the anti social behaviour policy to include racial harassment and hate crime. Ensure all staff are trained in these areas and recognise the signs of ASB, racial harassment and hate crime.	Chris Greenwood	Sep-10	Policy drafted and out for formal consultation. All front line staff have had training from the Police and a leaflet has been produced and is in main reception and estate offices. Training now completed.	Green	  Complete pending final sign off
Y	ASB40	Develop a domestic abuse protocol identifying clear procedures on how to respond and recognise the signs of domestic abuse.	Nicole Smith	Sep-10	Policy group has been set up with external and internal officers, EIA started and policy being revised. Draft policy now under three month consultation period  Policy has been produced and staff have received training	Green	  Complete pending final sign off
	ASB41	Establish specialist housing officers who have had advanced training in dealing with racial harassment and hate crime issues.	Chris Kemp	Aug-10	Training set up in September. Recruitment currently taking place. New Housing Officer commences on 11th October and specialist hate crime will be identified and commence in Nov 10. Training has been completed by Neighbourhood managers May 10	Green	  Complete pending final sign off




AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
Y	ASB42	Strengthen the housing management service's approach to domestic violence, racial harassment and hate crime by ensuring that robust policies and procedures are in place to guide staff, supported by training and appropriate sign-posting of customers towards relevant services.	John Pearce	Oct-10	Hate crime and harassment training has taken place, and a draft of the policy is out for formal consultation. Domestic abuse training has also taken place. A new Domestic Abuse Forum established and has met four times. New DA policy has been drafted - and has been published on the website for formal consultation under the Compact. Details of both the harassment	Green	 Complete pending final sign off
<b>Property Management</b>							
Y	PMR43	Monitoring and reporting on the number of repairs completed within target timescales; the number of repairs completed by appointment and the number of appointments kept; the number of repairs completed correctly in one visit; and taking action to address any shortfall in service.	Chris Kemp	Oct-10	Monitoring has commenced. Staff have received initial training. New satisfaction cards are being used. Database has been amended to reflect new cards and to allow monitoring	Green	 Complete pending final sign off
Y	PMR44	Taking action to control the level of emergency and urgent repairs and provide clear guidance for staff on the circumstances in which it is appropriate to order repairs on a higher priority than normal policy would indicate.	Chris Kemp	Oct-10	Guidance issued to all repairs staff and Care Connect in respect of "A" and "B" response; and of discretion linked to vulnerability	Green	 Complete pending final sign off



AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
Y	PMR45	Ensuring that pre-inspection of repairs is reduced to below 10 per cent and that post-inspections are targeted towards areas of greatest risk.	Chris Kemp, Chris Greenwood	Oct-10	Repairs admin have taken on new ways of working resulting in around 7% of jobs being pre-inspected	Green	 Complete pending final sign off
	PMR46	Implement "I Housing" to improve diagnosis of repairs and revise written information to tenants regarding reporting of repairs.	Simon Haugh/Chris Kemp	Mar-11	Target Dropped as this has been overtaken by the target to procure a full new IT system		
Y	PMR47	Duplicate item deleted					
Y	PMR48	Immediately establish a task group of housing management staff who will exclusively focus on speedy analysis of voids data and any immediate transformations that can be achieved prior to a full system review. The task Group to apply knowledge developed in recent training. <b>Also see PMR49</b>	Derek Streek	Mar-10	Task Group were established - training undertaken - procedures reviewed and improvements implemented leading to a significant drop in void times	Green	
	PMR49	Analyse reasons for current void performance. This will be a key activity under <b>PMR48</b>	Derek Streek	Mar-10	Complete	Green	
	PMR50	Monitor contractor capacity to ensure repairs (including voids) completed on time.	Chris Greenwood/ Chris Kemp	Mar-10	Complete	Green	 Complete pending final sign off

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	PMR51	Provide Training on void maximisation.	Derek Streek	Mar-10	Complete	Green	 Complete pending final sign off
	PMR52	Consult with tenants on providing lock changes routinely on each void.	Chris Greenwood/ Chris Kemp	Apr-10	Complete	Green	 Complete pending final sign off
	PMR53	Engage other contractors for void works.	Chris Greenwood/ Chris Kemp	Apr-10	Complete	Green	 Complete pending final sign off
	PMR54	Negotiate discounts with decoration scheme suppliers.	Chris Greenwood/ Chris Kemp	Apr-10	Complete	Green	 Complete pending final sign off
	PMR55	Refresher training for Repairs Inspectors on void standards.	Chris Greenwood/ Chris Kemp	Apr-10	Complete	Green	 Complete pending final sign off






AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	PMR56	Monitor repairs completed at first visit.	Chris Kemp	Jun-10	Complete	Green	 Complete pending final sign off
	PMR57	Improve repair appointment system and recording.	Andrea Baker	Jun-10	Complete	Green	 Complete pending final sign off
<b>Asset Management</b>							
	PMA58	Implement procurement strategy including involvement of tenants throughout the process.	Peter Bravery	Mar-11	Commenced, implementation Section 20, sent 7 March. The end of procurement will not be until later in 2011. However the strategy has been introduced and tenants have been effectively involved so far	Green	 Complete pending final sign off
Y	PMA59	Exploring the potential to offer leaseholders access to annual gas servicing arrangements for an appropriate charge.	Peter Bravery	Oct-10	Take up of offer by Leaseholders	Green	 Complete pending final sign off
Y	PMA60	Developing 'fast track' arrangements for new tenants who need adaptations to their homes before they can move in.	Peter Bravery / Ben Lawson	Oct-10	Completed	Green	 Complete pending final sign off




AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	<b>PMA61</b>	Review HRA Business Plan - long term - In tandem with the development of the asset management strategy, thoroughly review the Business Plan to establish a 30 year business in which priority spending will be matched by. resources.	Derek Streek	Oct-11	Indicative debt settlement received, Business Plan, Financial modelling currently taking place	<b>Amber</b>	
	<b>PMA62</b>	Complete a review of the refurbishment policy and consider Lifetime Homes.	Peter Bravery	Mar-11	Completed	<b>Green</b>	 Complete pending final sign off
	<b>PMA63</b>	Analyse energy efficient pilots and develop policy for use of modern alternative technologies as appropriate.	Peter Bravery	Sep-10	The pilots have been analysed and the draft energy strategy was presented to the November 2010 Housing Commission. Policy now subject to full consultation procedure	<b>Green</b>	 Complete pending final sign off
	<b>PMA64</b>	Upgrade stock condition data to give a full and up to date assessment of our assets to provide a good knowledge base for the Asset Management Strategy and Business Plan.	Peter Bravery	Oct-10	Currently started surveys with 2 members of staff also trained for EPC, asbestos and legionella inspections. The target is 1500 per annum and the finalised action plan is due to be completed week ending Friday 25th Feb. There is sufficient data for self-financing information and a 'health check' for the database will be ordered week ending 25th Feb.	<b>Green</b>	 Complete pending final sign off
	<b>PMA65</b>	Duplicate item deleted					







AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	<b>PMA66</b>	Internal Audit to audit gas servicing system.	Peter Bravery	Mar-11		<b>Green</b>	
	<b>PMA67</b>	Continue with programme of asbestos surveys and reflect housing assets within the council's asbestos policy.	Peter Bravery	Mar-11	Surveys underway, Draft Policy ready for EIA assessment - Mar 11	<b>Green</b>	
	<b>PMA68</b>	Develop a strategic approach to garage management.	Derek Streek	Oct-11	As part of asset management strategy review use and charges for garages and possible use of land	<b>Amber</b>	
	<b>PMA69</b>	Duplicate item deleted					
	<b>PMA70</b>	Investigate remodelling of sheltered schemes and consider extra care potential.	Derek Streek	Mar-12	Identify virtual extra care pilots, give particular emphasis to sheltered accommodation in stock condition surveys and asset management strategy	<b>Amber</b>	
<b>Y</b>	<b>PMA71</b>	Working with tenants to develop a robust, resourced asset management strategy, which is aligned with the corporate strategic approach, informed by accurate information about stock condition and sustainability, which sets the vision for the housing stock and guides and informs investment in and decision making about its homes.	Derek Streek, Peter Bravery, Ben Lawson	Oct-10 Apr-11	The development of an Asset Management Strategy has been dependant on two major streams of work- 1. The update of the stock condition survey, 2. the Future of self financing. At present there is an anticipation that an AMS can be developed by the end of April. However work on Self Financing may indicate that this timetable needs to be reopened	<b>Amber</b>	
	<b>PMA72</b>	Review HRA Business Plan - short term to ensure that this improvement plan is fully resourced.	Derek Streek	Apr-10	Complete	<b>Green</b>	










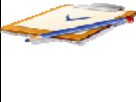
AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	<b>PMA73</b>	Continue with programme of monitoring Reema type Precast Reinforced Concrete homes every 5 years.	Peter Bravery	Mar-10	Complete/On-going	<b>Green</b>	 Complete pending final sign off
<b>Y</b>	<b>PMA74</b>	Monitoring and reporting on the whole time that tenants wait for adaptations to be completed and taking action to address any delays.	Peter Bravery	Oct-10	Complete	<b>Green</b>	 Complete pending final sign off
<b>Y</b>	<b>PMA 75</b>	Developing and adopting a robust policy and procedure for gas servicing and safety checks. (Was duplicated with PMR47)	Peter Bravery	Oct-10	Policy produced subject to full consultation and Equality Impact Process	<b>Green</b>	 Complete pending final sign off
<b>Rent arrears</b>							
<b>Y</b>	<b>V76</b>	Once gathered, using customer profile information to identify the common characteristics of tenants with rent arrears to develop a targeted approach to recovery.	Chris Greenwood	Apr-11	Following the collection of data on the bulk of our tenancies, we are in the process of inputting that data onto our tenancy records and also analysing it in preparation for roll out of a new targeted approach after April 2011	<b>Amber</b>	
<b>Voids</b>							












AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	V77	Introduce satisfaction survey for new lets.	Chris Greenwood/ Chris Kemp	Apr-10	Complete	Green	 Complete pending final sign off
	V78	Review of Choice Based Lettings (CBL). The review that has involved stakeholders, service users and tenants is intended to improve the service by:- a) allowing landlord services more flexibility in management transfers; b) introducing measures that will reduce void periods, and c) improving customer access to the service. The net result will be an allocations system that has customer support, is efficient for landlords and delivers more sustainable communities. Consultation is now complete and recommended enhancements will go to	Kate Evans	Apr-10	30/03/10 Complete	Green	
	V79	As part of the Choice Based Lettings Review ensure all adapted homes that become vacant are held and advertised with priority being given to clients who benefit from the adaptation.	Derek Streek and Kate Evans (Head of Homes 4 Wiltshire)	Apr-10	Complete	Green	 Complete pending final sign off
<b>Income Management</b>							



AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
Y	IM80	Developing a comprehensive corporate debt policy and housing income management strategy and training staff on their implementation.	Derek Streek/Liz Creedy	Oct-10	Draft Corporate Debt policy has been agreed at officer level and is now subject to an EIA and special delegation. Staff training will take place in November	Green	
Y	IM81	Ensuring that Housing Benefit forms are completed at sign-up stage for all tenants who may be eligible to claim.	Chris Kemp, Chris Greenwood	Oct-10	Complete.	Green	 Complete pending final sign off
Y	IMR82	Review and strengthen the approach to recovering former tenant arrears and set clear targets for recovery.	Chris Greenwood	Oct-10	Meeting held with Finance to improve information sharing. Approached alternative firm of debt collectors SLA will be formulated at meeting along with processes for referral	Green	 Complete pending final sign off
Y	IMR83	Putting in place a framework of visits to support and manage introductory tenancies.	Derek Streek	Oct-10	Complete	Green	 Complete pending final sign off
<b>Social inclusion</b>							
	IMS84	Review the way in which occupational therapists classify works in order to achieve the best system of prioritising cases.	Peter Bravery / Ben Lawson	Aug-10	Complete	Green	 Complete pending final sign off
	IMS85	Develop a comprehensive policy to ensure that: a) consideration is given to alternative options to aids and adaptations, and b) to decide how requests will be dealt	Peter Bravery / Ben Lawson	Aug-10	Complete	Green	 Complete pending final sign off




AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	IMS86	Develop a framework agreement with scheduled prices for specific works set at levels that deliver value for money that may be used for aids and adaptations and for Disabled Facilities Grants across	Peter Bravery, Symon Doliczny and	Aug-10	Complete	Green	 Complete pending final sign off
	IMS87	Upgrade information and marketing of aids & adaptations and DFGs. This includes revision of the Tenants' Handbook, web site, leaflets and posters. Work will also be carried out on expanding information points to include libraries and doctors surgeries.	John Pearce, Sarah Oliver, Peter Bravery, Ben Lawson	Sep-10	Completed	Green	 Complete pending final sign off
	IMS88	Duplicate item deleted					
Y	IMS89	Widely promoting the newly developed programme of estate inspections so that all tenants who wish to can take part, working with tenants to agree a set of standards against which the quality of estates can be measured and establish mechanisms to report on the outcomes	Derek Streek	Oct-10	Estates identified. Publicity provided in Housing matters . Standards agreed Programme of monthly inspections developed. Complete	Green	 Complete pending final sign off
	IMS90	Revise our referral procedures with occupational therapists to speed up the process and require less effort by the service user.	Peter Bravery	Mar-10	Completed	Green	 Complete pending final sign off
	IMS91	Record time taken from initial enquiry to completion of adaptation work. (and if possible establish a baseline for 2009/10).	David Carter, John Pearce and officers from DCE and DCS	Jul-10	Complete.	Green	 Complete pending final sign off

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
<b>Value for Money –Staff development</b>							
	VfM92	Underpinning this section of the improvement plan is an urgency to ensure that Wiltshire's landlord service will achieve top quartile performance in a number of a key areas including: Average void time; Repairs carried out on time; Maximising rent collection and Maximising levels of overall tenant satisfaction. The detailed improvement plan will identify the full array of	Everyone	Mar-12	This must remain RED whilst other key parts of IMP plan that will deliver the better performance remain red. We have agreed the key basket of indicators that performance will be measured against	Red	
	VfM93	Capture Good Practice with Top Landlords - Task Groups made up of staff, tenants and councillors to carry out on site exploration of high performing landlords who have high levels of customer satisfaction. Identify the very best of good service and benchmarking and present findings to a Wiltshire	Graham Hogg, Derek Streek, Ruth Howard	Sep-10	Staff tenants and Councillors took part in visits to 6 good practice landlords and reported back to a good practice seminar in December 2010 and presented many new ideas that will be incorporated into the updated Improvement plan	Green	
	VfM94	Improve management of sickness by Sickness Absence Monitoring and Manager Awareness Training.	Lisa Hayes	May-10	Complete	Green	 Complete pending final sign off
Y	VfM95	Identify in staff appraisals - training needs for dealing with abuse, neglect, hate crime, racial harassment - additional actions to improve diversity issues Set appropriate performance targets (including VEM targets where	Derek Streek, Chris Greenwood, Chris Kemp	May-10	Complete	Green	 Complete pending final sign off

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	VfM96	Environmental Select Committee (Scrutiny) considers audit report and action plan, and receives regular reports on progress. Also ESC nominates a councillor to sit on the Commission.	Member Support	from May-10	ESC have nominated a member onto the Housing Commission. Report backs happen regularly	Green	
	VfM97	Duplicate item deleted					
	VfM98	New dedicated capacity to manage and deliver improvement: a) Director of Housing to dedicate 60% of time to Management of Landlord Service Improvement Programme; b) Engagement of a new Business Improvement Champion; c) Performance Team Head of Service to dedicate 20%	Graham Hogg	Apr-10	Partially Complete. It was not possible to recruit a champion	Green	
	VfM99	Improve Performance reports to Tenants Panel (and performance reports in annual report to tenants:Sept-10)	John Pearce	May-10	Completed - regular performance reports on a new array of indicators go to the panel	Green	 Complete pending final sign off
	VfM100	Set-up Housing improvement Steering Group to implement improvements and manage performance levels. This is an operational level group that will ensure that on a week to week basis the measures in this improvement plan are implemented and that performance is analysed and corrective action introduced where necessary. This group will be accountable to the Commission and will report performance data and	Derek Streek	Mar-10	Complete	Green	

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	VfM101	Set up Wiltshire Homes Commission - The Commission will be the focus of governance and ownership of both the implementation plan and the development of the Wiltshire Homes Prospectus and the Best Deal for Council Housing. A key aim for the commission will be to consider and make recommendations on the future governance of Wiltshire's Council Homes. The Commission will include councillors from Cabinet and Scrutiny, tenants, key directors and external	Graham Hogg	May-10	Complete	Green	
	VfM102	Cabinet considers audit report and draft action plan for approval. Additionally Cabinet nominate two Cabinet members to sit on the commission	Graham Hogg	May-10	Complete	Green	
	VfM103	Ensure all staff in housing management understand the Wiltshire Sanctuary Scheme policy.	Angie Rawlins	Apr-10	Complete	Green	 Complete pending final sign off
	VfM104	Ensure tenants individual needs are logged onto the housing management IT system to ensure staff have an awareness of tenants needs.	Chris Kemp & Chris Greenwood	Jun-10	30/03/2010 Complete	Green	 Complete pending final sign off
	VfM105	Expand our Status Survey to ensure we include an equalities question to inform our tenant's profile.	John Pearce	Aug-10	Complete	Green	

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	VFM106	Ensure that there is an efficient and cost effective IT system in place to deliver the outcomes set out in this improvement plan	Simon Haugh	Oct-11	We are due to commence procurement. Project team set up, soft market testing carried out, Due to go to Capital asset committee in April. Date for go live of new system will now be amended to June 2012 in new Plan	Amber	
<b>Governance / Tenant involvement</b>							
Y	G106	Review and consult with tenants on improvements to customer care for new tenants from sign up to secure tenancy and then for regular occupancy checks.	Ruth Howard	Jan-11	Complete	Green	 Complete pending final sign off
Y	G107	Work with tenants on the establishment of The Wiltshire homes customer charter. Then Monitor and report all customer charter standards to tenants.	Ruth Howard	Apr-11	Complete with the agreement of the annual report and service standards local offer	Green	
	G108	Update the tenants handbook - This will require a small task group involving tenant reps as well as corporate comms.	Ruth Howard	Apr-11	Now at penultimate draft stage - should be completed by end of April.	Green	
Y	G109	Engaging with tenants when setting and agreeing value for money and investment priorities.	Derek Streek	Apr-11	consultants Appointed. Develop action plan with consultant. An 8 week programme has been agreed with Plan to do to commence on 25/10/10 Staff and tenants have received VFM training	Amber	

AC	Ref	Action/Objective	Lead Officer	Timescale	Comments	Traffic Light status	Complete
	<b>G110</b>	Following consultation with tenants introduce exit surveys at the conclusion of activities such as signing up a new tenant or dealing with anti-social behaviour, to aid continuous improvement.	Ruth Howard	Apr-11	Panel approval; for discussion at staff HIS grp mtg 270810 seek consistent format where poss; Panel approved deadline = March 2011. Recs on agenda 10 Jan 2011. New let and ASB surveys introduced.	<b>Green</b>	
	<b>G111</b>	Introduce arrangements for tenants to participate in mystery shopping, quality check void repairs, estate inspections etc.	Ruth Howard	Aug-10	Training for tenants on mystery shopping taken place, first mystery shop has taken place, using the trained tenant volunteers and a report produced and delivered by the consultant. Complete As a principle however we will want to continue with mystery shopping at intervals as best practice.	<b>Green</b>	 Complete pending final sign off
	<b>G112</b>	Develop a full tenant participation strategy action plan pulling together the two current action plans and ensure its implementation is monitored by the tenants panel.	Ruth Howard	Apr-10	Complete	<b>Green</b>	 Complete pending final sign off
<b>Estate management</b>							
	<b>EM1</b>	Manage a pilot project on the Friary with particular emphasis on External and communal areas...ground maintenance and appearance of buildings and gardens.	Pennie Taylor	Feb-11	This project has had a major impact on the Friary with improvements to care of communal areas, painting scheme, focus on tidy gardens and setting up a residents association. It has been decided that this project should now run until October 2011 and then be rolled out to other areas.	<b>Green</b>	 Complete pending final sign off





## Appendix C

## Changes already introduced

In some cases issues that were raised by the inspectors could be addressed relatively speedily. The table below identifies many of the early changes that it has been possible to introduce.

	<b>Action/Objective</b>	<b>Lead Officer</b>	<b>Support from others</b>	<b>Resources</b>	<b>Timescale</b>
<b>CC1</b>	To ensure that all staff answer the phones using the agreed corporate format.	Nicole Smith	Derek Streek, Chris Kemp & Chris Greenwood (Strategy Team(	COMPLETED	Mar-10
<b>CC2</b>	Staff should ensure that calls are transferred to the right department or a message taken and forwarded to the most appropriate person.	Nicole Smith	Derek Streek, Chris Kemp & Chris Greenwood (Strategy Team(	COMPLETED	Mar-10
<b>CC11</b>	To dedicate to a member of staff the responsibility to ensure that all leaflets are available in reception at all times, with a check list of available leaflets.	Nicola Jarvis		COMPLETED	Mar-10
<b>CC12</b>	To include in every edition of Housing Matters a 'You said, We did' feature to show tenants that comments are valued and welcomed	John Pearce and Ruth Howard	Strategy Team, Corporate Branding and Comms team	COMPLETED	Mar-10
<b>CC14</b>	To ensure that managers check and approve all responses to tenant complaints to ensure standards are high and responses are without error and within time.	Wendy Gubbins	Derek Streek, Chris Kemp & Chris Greenwood	COMPLETED	Mar-10

<b>ED18</b>	To ensure that Equalities and Diversity is a standard agenda item for all team meetings across housing. Evidence to be provided to the housing strategy and support team	Nicole Smith		COMPLETED	Apr-10
<b>V8</b>	Regular management monitoring of void times	Chris Greenwood/Chris Kemp	N/A	COMPLETED	Feb-10
<b>RR3</b>	Include in all contractor and DLO meetings an agenda item reminding operatives to always show their identity card	Chris Kemp/Chris Greenwood/ Peter Bravery	N/A	COMPLETED	Mar-10
<b>V1</b>	Devise further in depth reports of performance on the various stages and types of void	Simon Haugh/ Chris White	N/A	COMPLETED	Feb-10
<b>V5</b>	Advise repair inspectors/ neighbourhood managers/ contractors of procedure and timescales	Chris Greenwood/Chris Kemp	N/A	COMPLETED	Feb-10
	Undertake training on better ways of handling voids	Housing Management team		COMPLETED	Mar 2010

## Appendix D

## Outcomes for Tenants

Below is a list of outcomes that tenants can expect once the implementation plan has been completed

	<b>Outcome for Tenants</b>
<b>1</b>	Housing voids will be reduced to 25 days
<b>2</b>	95% of repairs will be completed within target time
<b>3</b>	100% of emergency repairs within target time
<b>4</b>	A new tenant's handbook will be published
<b>5</b>	99% of rent collected of the gross rent debit
<b>6</b>	All customer contact points will be DDA compliant
<b>7</b>	To ensure that 100% of properties meet the decent home standard
<b>8</b>	Customer satisfaction will improve and will be in line with top quartile performance
<b>9</b>	Tenants will have a clear vision of how their homes will be managed through the 'Best Deal for Council Housing'
<b>10</b>	Tenants will be more involved in the decision making process
<b>11</b>	To be recognised as one of the top 25 performing councils in the Country for our housing management service and to achieve a 2* rating from the audit commission