

REPORT TO: HOUSING, DUNDEE CONTRACT SERVICES AND ENVIRONMENT SERVICES COMMITTEE – 23 MARCH 2009

REPORT ON: SCOTTISH HOUSING REGULATOR - FINAL INSPECTION REPORT, DUNDEE CITY COUNCIL

REPORT BY: DIRECTOR OF HOUSING

REPORT NO. 105-2009

1. PURPOSE OF REPORT

1.1. This report describes the general content and findings of the final inspection report of the housing service completed by the Scottish Housing Regulator. The report offers an indication of how improvements will be brought forward culminating in an Improvement Plan which must be agreed with the Regulator.

2. RECOMMENDATIONS

2.1. It is recommended that the Housing Committee agree:

- (i) To form a Best Value Review Group to:
 - Approve the Improvement Plan (Appendix 2) for submission and agreement with the Scottish Housing Regulator following consultation with relevant stakeholders.
 - Oversee and monitor the Improvement Plan.
 - Agree the consultation and involvement arrangements for tenants and staff.
- (ii) Agree the remit for the Best Value Review Group at Appendix 1.
- (iii) That the Best Value Review Group should be comprised of:
 - Chief Executive.
 - Director of Housing.
 - Director of Dundee Contract Services.
 - Depute Chief Executive (Finance).
 - Cross Party Representatives of the Council (3. 2. 1. 1)
 - Tenants Representatives.
 - Independent Tenants Advisor.
 - Trade Union Representatives.

3. FINANCIAL IMPLICATIONS

3.1. None.

4. **BACKGROUND**

- 4.1. The Scottish Housing Regulator is a non-departmental Government body whose function is to inspect the homelessness and housing landlord functions of Scottish Local Authorities and Registered Social Landlords.
- 4.2. Inspections are conducted against a set of guiding standards set out by the Regulator. Inspection of the landlord seeks to answer two questions:
- (i) How good are the services.
 - (ii) How well are they managed for improvement.
- 4.3. The inspection focuses on the quality of services provided, using information and evidence provided by the landlord through a self assessment, feedback from tenants and tenants groups, partner agencies and an on-site inspection. Following the inspection, the Regulator evaluates and grades services.
- 4.4. Following discussion during which some inaccuracies in a draft report were resolved, the Regulator has published the final report. The Council now has eight weeks from the date of publication to submit an Improvement Plan to the Regulator for services that have been graded C or D. The overall grades that the report has given to the Housing Service is as follows:

<u>Function</u>	<u>Grade</u>	<u>Description of Grade</u>
Homelessness	C	Some strengths, but with many areas where improvement is required or with a small number of significant weaknesses.
Asset Management	D	Major areas where improvement is needed or where a number of significant weaknesses are found.
Housing Management	D	Major areas where improvement is needed or where a number of significant weaknesses are found.

- 4.5. The report identifies strengths and areas for improvement in the delivery of housing services.
- 4.6. The areas of strength highlighted in the Inspection Report are:
- (i) In Housing Management::
 - it provides a useful range of written and web based information to tenants and applicants;
 - it has reduced its use of evictions; and
 - it has a good approach to managing anti social behaviour.

- (ii) In Asset Management and Repairs:
 - it is developing a strategic framework for the management of its housing needs;
 - it gives good access to its repairs service;
 - it is good at working with tenants when improving their homes; and
 - it is good at managing asbestos in its houses.
- (iii) In delivering services for Homeless people:
 - it gives good access to its homeless services;
 - it works well with partners to provide a good range of temporary accommodation;
 - it generally makes good decisions on homeless applications;
 - it has significantly reduced its use of bed and breakfast and worked to improve standards in bed and breakfast establishments;
 - it now lets more of its houses to homeless people; and
 - it has worked with partners to develop a good homeless strategy.

4.7. The main areas of improvement highlighted by the report are that the Council should:

- (i) Develop its leadership and management capacity to deliver change and improvement to its services.
- (ii) Put in place a robust performance management framework across its services.
- (iii) Review its approach to procurement and ensure this is transparent and delivers value for money.
- (iv) Improve customer focus and joined up working between all of its services.
- (v) Develop its approach to collecting and using tenant feedback to improve service delivery.
- (vi) Widen its approach to tenant participation.

4.8. Prior to the inspection, the Housing Department has taken a long term view to improving its services. Specifically, the Department has embraced the culture of best value which has resulted in improvements such as:

- (i) Peer Review of the tenant participation service.
- (ii) Stock improvement database.
- (iii) Peer Review of estates supervision.
- (iv) External accreditation through Homepoint (for advice and information services).
- (v) Contributing to the modernising Government agenda through electronic service delivery:
 - development of the repairs partnership and rent recovery and lettings contact centres.

4.9. During the on-site inspection, the Department was quick to respond to concerns raised by the Inspection Team. A number of working groups were established to address the issues and improvements were implemented immediately or longer term reviews programmed. These included working groups on, for example, gas safety, lettings and void management.

- 4.10. In addition to the pro-active response we have taken to discussions with the Inspection Team there are a lot of specific actions which we will need to agree to form the Improvement Plan. Given the scope of the implications of the Inspection Report and the importance of ensuring that we deliver the best housing services that we can, it is suggested that a Best Value Review Group is formed. This Group should be consulted on and agree the Improvement Plan and subsequently monitor and guide its implementation until the re-inspection of the Department which will take place within two years.
- 4.11. The Improvement Plan should clearly demonstrate the active involvement of tenants and Elected Members. It is, therefore, recommended that the Best Value Review Group should be comprised of:
- Chief Executive.
 - Director of Housing.
 - Director of Dundee Contract Services.
 - Depute Chief Executive (Finance)
 - Cross Party Representatives of the Council (3. 2. 1. 1).
 - Tenants Representatives.
 - Independent Tenants Advisor.
 - Trade Union Representatives.
- 4.12. The Review Group will agree a consultation and information framework to ensure involvement of all relevant stakeholders (e.g. tenants, staff) in developing and implementing the Improvement Plan. The Review Group will consider using focus groups of staff, tenants and partner agencies.
- 4.13. To ensure that tenants are informed of progress use should be made of the twice yearly Tenants Forum Meetings and Housing Bulletins as well as the Housing News. The Review Group may consider that additional Forums, conferences and newsletters for both staff and tenants are required.
- 4.14. The proposed remit for this Group, processes and timescales for submission of the Improvement Plan can be seen in Appendix 1.
- 4.15. Though it is easy to view the Inspection Report in a negative way, we must now focus on the task in hand of improving the housing service. We must grasp this opportunity to redesign our service, to ensure efficiency, to be transparent in all of our actions, decisions and accountability.

5. **POLICY IMPLICATIONS**

- 5.1. This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues in relation to this report. However, any issues arising from further policy changes will be reported to Committee at the appropriate time.

6. **CONSULTATIONS**

- 6.1. It is proposed that an extensive consultation strategy is drawn up to inform and progress the Improvement Plan.

7. **BACKGROUND PAPERS**

- 7.1. Housing Inspection Report.

ELAINE ZWIRLEIN
DIRECTOR OF HOUSING

FEBRUARY 2009

APPENDIX 1**BEST VALUE REVIEW GROUP REMIT**

The Best Value Review group shall be chaired by the Chief Executive and meet monthly. The Review Group shall be comprised of:

- Director of Housing.
- Director of Dundee Contract Services.
- Depute Chief Executive (Finance).
- Representatives from each Party of the Council (3. 2. 1. 1).
- Three Tenants Representatives.
- An Independent Tenants Advisor.
- Representatives of the Main Trades Unions.
- Any other Employee of the Council as the Group sees fit.

The Review Group shall oversee the development of an Improvement Plan, which is to be submitted to the Scottish Housing Regulator within eight weeks of the publication of their Inspection Report.

The Review Group shall monitor the implementation of the Improvement Plan and will report progress quarterly to the Council.

The Review Group may remit individuals or sub-groups as necessary to bring forward options or proposals for inclusion in the Improvement Plan

The Review Group may commission expert advisors to provide assistance with developing or implementing any part of the Improvement Plan.

The Review Group will agree a consultation and information framework to ensure involvement of all relevant stakeholders (e.g. tenants, staff) in developing and implementing the Improvement Plan. The Review Group will consider using focus groups of staff, tenants and partner agencies.

Timetable.

Action	Timescale
Remit the Housing Best Value Review Group	23/3/09
Submit Improvement Plan to Scottish Housing Regulator	Within eight weeks of publication of Inspection Report
Meetings of the Best Value Review Group	Monthly
Best Value Review Group Committee Reports	Quarterly
Tenants Forums	May and October Annually
Tenants Bulletins	May and October Annually
Housing News publication	August annually
Re-inspection of the Housing Service (Housing Management and Asset Management)	Within two years of publication of the Inspection Report (before February 2011)

APPENDIX 2**OUTLINE IMPROVEMENT PLAN****1. INTRODUCTION**

This Improvement Plan has been developed in response to the Inspection Report issued by the Scottish Housing Regulator in January 2009. The Plan demonstrates the Council's commitment to address the recommendations contained within the Inspection Report. The Plan seeks to demonstrate how we will direct our efforts in securing measurable improvements in our performance.

In finalising the draft Plan we will ensure that we engage with key stakeholders including staff, tenant representatives, Elected Members and other Council Departments.

Already the Council has responded to feedback from the Scottish Housing Regulator, both during the on site phase of the inspection and after we received the draft Inspection Report. We acted quickly to address areas of concern specifically in relation to gas safety and the Lettings Centre. We will continue to concentrate our efforts on driving and delivering service improvements in core service delivery.

The Council uses the Scottish Housing Best Value Network framework for benchmarking performance and undertaking service reviews. We will continue to use the SHBVN and look to introduce other relevant mechanisms to benchmark and measure our performance within the wider housing sector.

We will work closely with tenants and tenant representatives to ensure that we deliver quality services and seek continuous improvement whilst delivering best value.

A Best Value Review Group will be set up within the Council to approve the Improvement Plan, to guide implementation of the Plan, to oversee progress and to ensure key milestones are achieved. The Group will comprise: the Chief Executive; Director of Housing, Director of Dundee Contract Services, Depute Chief Executive (Finance), Cross Party Representatives of the Council; Tenants Representatives; Independent Tenant Advisor and Trade Union Representatives.

Underpinning the Improvement Plan there will be a detailed Implementation Plan setting out the SMART actions and responsibilities for delivering the objectives of the Plan.

2. **PRIORITIES**

Main recommendations contained with the Report:

The Council should:

- develop its leadership and management capacity to deliver change and improvement to its services;
- put in place a robust performance management framework across its services;
- review its approach to procurement to ensure this is transparent and delivers value for money;
- improve customer focus and joined up working between all of its services;
- develop its approach to collecting and using tenant feedback to improve service delivery;
- widen its approach to tenant participation

2.1 **RECOMMENDATION - 1**

- **the Council should develop its leadership and management capacity to deliver change and improvement to its services**

The Report highlighted that the Council has a clear strategic planning framework which demonstrates clear links to its corporate strategic objectives, Local Housing Strategy objectives and, where appropriate, objectives set out in the Homeless Strategy. They noted that they saw evidence of our ability to manage change effectively, and quoted the Repairs Partnership and improvements to the Homeless Services as examples of this. They have, however, recommended that there are issues that need to be addressed as part of our Improvement Plan. We need to become more effective in translating our strategic approach into operational practice.

- the Department Management Team will review processes and linking of strategic goals to effective operational management.
- a review of performance management within the Department will be undertaken and a new framework of performance indicators developed to deliver continuous improvement. This will be linked to the Corporate 'golden thread' review.
- priority will be given to working with Managers and Team Leaders within the Department to ensure improved operational management across the Department and developing improved customer service.
- robust systems of employee appraisal linked to Corporate and Department strategic and service plan objectives will be introduced.

The following measures have already been taken to address these concerns:

- the Department already has in place service plans which demonstrate clear links with corporate objectives, Local Housing Strategy objectives and homelessness strategy.

2.2 **RECOMMENDATION - 2**

- **the Council should put in place a robust performance management framework across its services**

The Report acknowledged that we have some strengths in approach to performance management in our Housing Services. It concurs with Audit Scotland, who in 2005 commented that the Housing Department had a strong system in place for measuring and managing performance based on SPIs and other locally developed indicators. It is also noted that we have a good level of awareness of performance in some areas of service delivery, and we have used some of this information to propose improvement actions, and of using performance information to drive service improvements.

It noted that we have established and are continuing to develop a Performance Management Framework which contains a range of performance indicators with improvement targets. These are discussed by Managers on a monthly basis and shared with Tenant Representatives. The Report also recognised that we have shown commitment to identifying areas where improvement in Housing Services is required, and that we participate in a range of benchmarking networks and peer reviews. We are also involved in undertaking external accreditation exercises.

Gaps were identified in the information gathered, particularly in relation to lettings and homelessness. In order to demonstrate improvement, we need to evidence that information we gather is used effectively to give us an accurate picture of how we are performing and drive service improvements.

- we will further develop a comprehensive performance management framework across all areas of service delivery.
- for the new letting policy we will ensure there are audit trails, effective management systems to monitor the quality of decision making and ensure transparency of the allocation process.
- we will monitor times and stages in the void process to ensure value for money.
- we will develop robust and detailed information about the level of demand or need for our housing.
- we will monitor performance in completing post inspections to ensure the work completed is satisfactory.
- we will further develop our monitoring system for homeless services to ensure information we report is reliable and that key service standards and targets are met.

The following measures have already been taken to address these concerns:

- a lean system review of the void management processes has been established and is now underway.
- the new IT system for operation of the revised allocations policy is being fully specified. This will encompass a performance monitoring framework.

2.3 **RECOMMENDATION - 3**

- **the Council should review its approach to procurement to ensure this is transparent and delivers value for money**

The Report states that the Council's current procurement practices do not demonstrate a focus on value for money and procurement decisions are not taken transparently or in a way that clearly demonstrates the Council is achieving best value.

- we will continue to review the operation of the Partnering arrangements for capital projects.
- we will review capital contract prices through competition and benchmarking.
- we will review reactive maintenance costs through benchmarking.
- we will procure through national contracts where these contracts demonstrate quality and price benefits to the Department.
- we will review the level of fees and service level arrangements with the Council's Architectural Services Department.

The following measures have already been taken to address these concerns:

- meetings have been held with Partner Contractors to discuss introducing unit rates for capital contracts to ensure best value is achieved and to ensure improved predictability for forward planning.
- supply chain partnering has been developed with gas boiler suppliers to ensure reduced capital costs, greater reliability of components and reduced ongoing maintenance costs.
- improved processes for options appraisal for major capital projects have been developed and implemented.
- the Partnering Agreement for capital contracts has been reviewed and further developed.

2.4 **RECOMMENDATION - 4**

- **the Council should improve customer focus and joined up working between all of its services**

The Report highlighted that the Housing Department has a good focus on equalities, staff are aware of equalities issues, as embedded in the Housing Department's Staff Charter. Tenant assessors who formed part of the inspection process found that the Department had a useful range of written and web-based information for tenants and customers. Homeless staff were seen by the Inspection Team as having a strong customer focus. Other examples of positive practice were noted in response repairs and where investment work is to be carried out in tenants' homes. The new District Offices were seen to comply with the Disability Discrimination Act and provide good facilities for customers.

The Inspection Team noted our involvement with the peer review processes for tenant participation and estates supervision through the Scottish Housing Best Value Network, which found areas of good practice, and agreed that we have used the findings of this report to make changes to service delivery and the ways we make information available to tenants. To improve further, we are aware that we need to widen tenant involvement.

- we will improve housing advice, housing options and arrears information and tailor it more to individual's circumstances.
- we will enhance communication and joint working between teams in the department to improve the quality of service received by customers.
- we will review processes for tenancy sign ups and new tenant visits to ensure new tenants are given adequate information about their rights and responsibilities and to identify vulnerable tenants who might benefit from support to maintain their tenancy.

The following measures have already been taken to address these concerns:

- Homeless Awareness training has been carried out for frontline staff and one to one training has been delivered to Advice and Information staff as well as Customer Advisors in the Letting Centre.
- new tenant visits are now being completed to ensure that tenants are settling in to their tenancy and that support needs are identified.

2.5 **RECOMMENDATION - 5**

- **develop its approach to collecting and using tenant feedback to improve service delivery**

The Report found that the Council is further developing its approach to gathering the views of tenants and service users. Presently we use regular service specific surveys, new tenants survey, exit surveys and estate walkabouts. The Report acknowledges that the Council uses feedback from these sources to change how it delivers services. However the Report also comments that the approach to doing walkabouts is inconsistent and that tenants complain that we are slow to respond to their comments. The Report also comments that the Council's repairs sample survey is too low.

- we will engage with tenants and tenant representatives to ensure that we develop better mechanisms for working with them to specify service standards and mechanisms for monitoring these.
- we will review the mechanisms we use for carrying out tenant surveys and review sample sizes.
- we will review our complaints monitoring procedures and reporting mechanisms.
- we will work with stakeholders to ensure that we introduce robust mechanisms to ensure that tenant satisfaction data and complaints outcomes drive service improvement.

The following measures have already been taken to address these concerns:

- Information from the re-housed surveys completed for new tenants is being analysed and the results passed to the team carrying out the lean review of void management. The most recent survey showed a 91% satisfaction rate.

2.6 **RECOMMENDATION - 6**

- **widen its approach to tenant participation**

The Council is required by the Housing (Scotland) Act 2001 to publish a tenant participation strategy and to consult tenants about significant changes to its services and to take tenants' views into account when making decisions that affect them. The Council undertook a peer review of its approach to tenant participation in 2007. This review assessed that Council's approach to tenant participation as fair. It identified areas of good practice and other areas where improvements were required. The Council has used the results to improve the ways it makes information available to tenants and also to inform its new strategy. The Council is now engaging with a wider range of tenants, changing the role of its tenant participation officers, revising customer satisfaction surveys and developing a SMART annual tenant participation plan. The Council has had a long standing commitment to tenant participation and supports 21 Registered Tenants Organisations, most of which are affiliated to Dundee Federation of Tenants Association. The Report states that the Council does not yet have a strong customer focus in delivery of its services.

- we will continue to work with tenants representatives to develop the most desired mechanisms for meaningful engagement with tenants and customers.
- we will further develop our approach to customer care and ensure that a 'customer first' approach is embedded within the Department.

The following measures have already been taken to address these concerns:

- the Council has carried out more extensive consultation on annual rent setting for 2009/10.
- we are progressing a root and branch review of the Scottish Housing Quality Standard Delivery Plan in conjunction with tenant focus groups and Dundee Federation of Tenants Association, a Conference will be held in February.
- Tenant Forums are held twice during the year.

3. **ADDITIONAL KEY ISSUES**

Housing Management

- we will implement the new allocations policy and the associated new IT systems to improve access to the waiting list, manage the list more effectively and ensure all letting decisions are transparent by November 2009.
- we will review our strategy for letting low demand properties, including decommissioned sheltered houses for which there is no demand and advertise other houses which have been refused several times.

Some of the early actions we have taken to address these issues are:

- new review letters have been introduced to gather up to date information about applicants and allow better management of the waiting list.
- advertising properties as "available now" has been successfully introduced.
- criteria for identifying sheltered houses suitable for decommissioning has been developed.
- we have management reports in place to ensure improved monitoring of long term voids.
- we have a new District Manager and Lettings Team Leader in post.
- a training programme for Lettings Centre staff has been implemented.

Asset Management

- we will ensure a clearly assigned management responsibility for gas safety to ensure our legal and statutory duties are met and that the significant progress made over the previous 3 months in managing gas safety continues to be embedded.

Some of the early actions we have taken to address these issues are:

- gas safety procedures have been revised and given approval by the Health & Safety Executive.

4. **ACTION PLAN**

The following Action Plan will be submitted and updated on a regular basis to the Housing Working Group to allow them to monitor progress against key milestones.

What we will do	Priority	Key actions/milestones	Target completion date	Lead Officer	Key outputs/evidence	Intended outcomes/achievements
Key recommendation 1 - the council should develop its leadership and management capacity to deliver change and improvement to its services				Code Q&PU - Quality and Performance Unit HDMT - Housing Dept Management Team TU - Trades Union		
The Department Management Team will review the current strategic and operational management of the Department to strengthen the links between strategic goals to effective operational management and this will be linked to the review of performance management within the Department	1	<ul style="list-style-type: none"> ▪ Review service planning and ensure links to wider Council objectives and strategic planning ▪ Review performance management within the Department ▪ Provide appropriate management and staff training and development ▪ Develop managers and team leaders within the Department to ensure improved operational management and improved customer service 	Nov 09 Mar 10	Director of Housing/HDMT	Clear linkages between strategy formulation, implementation and front line service delivery Continuous improvement culture and customer first approach embedded throughout the Department Highly competent staff / improved staff morale High visibility of Management	All staff fully aware of Department vision, values and service goals and actions they require to deliver these Clarity of roles and expectations within all areas of service delivery and staff aware of overall service delivery Staff and stakeholders involved in developing the direction and priority of the Department
Key recommendation 2 - the council should put in place a robust performance management framework across its services						
We will develop a comprehensive performance management framework which fits within the Corporate framework to ensure we have an accurate picture of how all services are		<ul style="list-style-type: none"> ▪ Review our current performance management framework ▪ Identify the key targets and information requirements ▪ Work with stakeholders 	Nov 09	Director of Housing/HDMT/ Managers	Performance management framework reviewed, developed and integrated into service plans for 20010/11	All services operating within a strong performance culture and managers able to demonstrate action to address performance issues with management information informing service

performing	2	<p>including tenants to ensure that local / variable performance indicators are specified</p> <ul style="list-style-type: none"> Review management processes to ensure that performance management linked to PI's is embedded in the staff appraisal system 	Mar 10	<p>Q&PU</p> <p>HDMT/Managers Team Leaders/ Supervisors/TUs</p>	<p>Consultation with stakeholders completed</p> <p>All groups of staff trained and aware of performance management system and delivering within framework</p>	<p>development and improvement</p> <p>Clarity of roles and expectations within all areas of the service / targets set and performance monitored</p> <p>All staff and customers aware of 'golden thread' which links services we provide to the Corporate vision</p>
Key recommendation 3 - the council should review its approach to procurement to ensure this is transparent and delivers value for money						
We will continue to review the operation of Partnering contracts for capital projects and reactive/planned maintenance to ensure value for money is demonstrated	2	<ul style="list-style-type: none"> Develop a system of unit rates linked to capital works to ensure best value and predictability for forward planning Develop further supply chain partnering Work with partners to ensure consistency of workflow links to reducing costs Develop options appraisal processes for capital projects Review the service level arrangements and fees with Architectural Services Review the Revenue Repairs Partnership 	<p>June 09</p> <p>Sept 09</p> <p>Mar 09</p> <p>Sept 09</p> <p>June 09</p>	<p>Housing Strategy Manager/Housing Investment Manager/Arch services</p> <p>City Housing Manager/Director DCS</p>	<p>Consistency of approach in procurement and improved predictability of annual capital planning</p> <p>Transparent decision making processes</p> <p>Ensure value for money</p>	<p>Reductions in capital improvement contracts and achievement of best value</p> <p>Demonstrating best value in procurement</p>
Key recommendation 4 - The council should improve customer focus and joined up						

<p>working between all of its services</p>						
<p>We will enhance communication and joined up working between teams in the Department to improve the quality of service received by customers</p>	<p>1</p>	<ul style="list-style-type: none"> ▪ Establish and develop leadership throughout the service ▪ Develop communications strategy and action plan with staff and stakeholders ▪ Develop staff forums ▪ Further develop service planning and ensure staff fully understand roles and responsibilities ▪ Implement training programmes ▪ Enhance and reinforce customer care standards with induction training for all staff 	<p>Nov 09</p> <p>June 09</p> <p>Nov 09</p>	<p>HDMT/Managers/ Team Leaders/ Supervisors/TUs</p>	<p>HDMT working closely with managers to embed service values and standards</p> <p>Clear consultation and communication strategy in place and agreed with stakeholders</p> <p>Training programme devised and implemented</p>	<p>Increased tenant and service user satisfaction</p> <p>Improved staff motivation and morale</p> <p>Continuous improvement loops clearly embedded and demonstrated within service provision</p>
<p>Key recommendation 5 - develop its approach to collecting and using tenant feedback to improve service delivery</p>						
<p>We will engage with tenants and tenant representatives to ensure that we develop better mechanisms for working with them to specify service standards and ensure that tenant satisfaction data and complaints drives service improvement</p>	<p>2</p>	<ul style="list-style-type: none"> ▪ Further develop mechanisms we use for carrying out tenant surveys ▪ Establish a planned, proactive approach to regular estate inspections including joint estate walkabouts with tenant/resident/Cllr involvement ▪ Develop customer satisfaction surveys for estate management ▪ Increase the level of satisfaction surveys on ASB interventions 	<p>Sept 09</p> <p>May 09</p>	<p>Q&PU/Managers/ Team Leaders</p> <p>District Managers/ Team Leaders</p> <p>Q&PU/Housing Services Manager</p>	<p>Survey mechanisms reviewed and linked to revised performance management frameworks</p> <p>% estates inspected % satisfaction follow up action and links to estate improvement</p>	<p>Improved customer satisfaction results and clear demonstration of outcomes linking to policy review/service improvement</p> <p>Improved condition of estates and community satisfaction</p>

Key recommendation 6 - widen its approach to tenant participation						
We will work with tenants and tenants representatives to develop the most desired mechanisms for meaningful engagement with tenants and customers	2	<ul style="list-style-type: none"> ▪ Further review mechanisms for tenant involvement and undertake surveys to assess stakeholder demand and preferences ▪ Develop the tenant forums and focus groups as well as closer working with RTOs under the reviewed Tenant Participation strategy ▪ Continue to work with DFTA ▪ Develop an annual SMART tenant participation action plan ▪ Continue to support existing RTOs and develop new RTOs 	<p>Sept 09</p> <p>April 09</p> <p>Ongoing</p> <p>April 09</p> <p>Ongoing</p>	<p>Q&PU</p> <p>&PU/Managers/ Team Leaders</p> <p>Q&PU</p> <p>Managers/Team Leaders/Officers/ TPOs</p>	<p>Surveys completed/feedback assessed, discussion with stakeholders and mechanisms developed</p> <p>Tenant forums/focus groups/ meetings with DFTA</p> <p>Action plan developed and in place</p>	<p>Most relevant mechanisms in place to communicate and involve tenants and service users</p> <p>Improved satisfaction with participation arrangements</p> <p>Clear service workplan, targets and outcomes</p> <p>RTOs fully involved</p>
Housing Management						
Letting Centre						
We will implement the new allocations policy and associated new IT systems to ensure we meet housing need effectively and provide improved customer service	1	<ul style="list-style-type: none"> ▪ New allocations policy approved ▪ Develop new IT systems to support the operation of the new policy ▪ Ensure effective management of the waiting list, allocations processes and implement effective waiting list and suspension review mechanisms ▪ Improve customer service provided by the Letting Centre ▪ Review our strategy for letting low demand properties including 	<p>Nov 09</p> <p>Oct 08 - ongoing</p> <p>Nov 08 and ongoing</p> <p>July 09</p>	<p>Lettings Centre/Q&PU/IT</p> <p>District Manager/Lettings Centre Team Leader</p>	<p>Policy developed and in place</p> <p>New IT system developed and operating</p> <p>Quality assurance/audit in place</p> <p>Competent staff fully trained</p>	<p>Allocations policy implemented and full operational compliance demonstrated</p> <p>Demonstrate policy objectives including allocations to categories are achieved</p> <p>Improved customer focused service delivery from Lettings Centre including provision of good quality housing advice</p>

		<ul style="list-style-type: none"> decommissioned sheltered housing Review void management processes to improve re-let standard and improve performance Introduce improved mechanisms to ensure tenancy sustainability Review performance management and reporting systems and set targets to drive service improvement 	<p>May 09</p> <p>Mar 10</p> <p>Nov 09</p>	<p>Q&PU/District Managar/Repairs Partnership Board</p> <p>Q&PU</p>	<p>Better use of the stock/more proactive in identifying stock where local strategies may be required/improved void management/improved decision making on investment priorities</p>	<p>Reduction in void rent loss</p> <p>Lower refusal rates</p> <p>Increased customer and community satisfaction</p> <p>Improved decision making processes linked to investment priorities</p>
Rent Recovery Centre						
We will continue to develop the systems and processes within the Rent Recovery Centre	3	<ul style="list-style-type: none"> Strengthen the focus on assistance for vulnerable tenants Create new tenancies as following on from Decree to ensure legislative compliance Develop the process for mandatory referrals for debt advice on line 	June 10	District Manager/IT	<p>Interim processes in place</p> <p>IT fixes required and specifications developed</p>	Improved customer service from Rent Recovery Centre
Asset Management						
We will implement clearly assigned management responsibility for gas safety to ensure compliance with legal duties.	1	<ul style="list-style-type: none"> Gas safety procedures reviewed and implemented Ensure that significant progress made in managing gas safety over the past 3 months continues to be embedded Ensure target of 100 % for gas safety certificates is continually met for tenanted properties Develop robust gas servicing PI's 	<p>Nov 08</p> <p>Ongoing</p> <p>Nov 08</p>	<p>City Housing Manager/DCS</p>	<p>Procedures in place</p> <p>Regular monitoring undertaken by Gas safety Group and Repairs Partnership Board reported to HDMT</p> <p>100% gas safety checks completed within 12 months of last service</p>	<p>All systems serviced within timescales and full compliance with legal and HSE requirements</p> <p>Publicity for tenants issued and Increased awareness of gas safety issues for tenants</p>

		<ul style="list-style-type: none"> Ensure 10% independent checks 	Ongoing		10% independent checks in place	
We will ensure that meet our statutory duties on the right to repair	1	<ul style="list-style-type: none"> Review current right to repair systems Raise staff awareness of qualifying repairs Publicise the right to repair 	April 09	City Housing Manager/Repairs Partnership Board	<p>No. of RTR repairs completed within timescale</p> <p>RTR claims made</p> <p>No. of validated/approved £ compensation paid</p>	<p>Increased tenant and staff awareness of RTR</p> <p>Better information/publicity for tenants</p>
We will closely monitor and manage the risks in delivering the SHQS	2	<ul style="list-style-type: none"> Complete the current SHQS root and branch review Devise risk management assessment Re-submit SHQS standard delivery plan to Scottish Housing Regulator 	<p>June 09</p> <p>June 09</p>	Housing Strategy Manager/Housing Investment Manager	<p>Successful completion of review with stakeholders</p> <p>Risk management plan prepared and approved</p> <p>Submission of revised SDP</p>	<p>Review completed</p> <p>Plan approved and effective ongoing risk management</p> <p>SDP submitted and agreed with SHR</p>
We will further develop our systems for evaluating the performance of our stock	2	<ul style="list-style-type: none"> Continue to develop the Stock Information database Continue to re-evaluate our assumptions on need and demand using updated Housing Needs Demand and Affordability Study Improve the linkages between strategic planning and housing management performance data in assessing the performance of our stock and estates 	<p>Ongoing</p> <p>June 09 and ongoing</p>	Housing Strategy Manager/Housing Investment Manager	<p>Stock information database continually updated with contract completions/action taken to clarify issues arising from cloned data as necessary</p> <p>Evaluation of Craigforth study</p> <p>Systems reviewed and updated</p>	<p>Effective investment and maintenance plans devised and updated</p> <p>Core stock identified and investment needs quantified</p> <p>Effective asset management policy</p>
We will complete the Review of the Repairs Partnership and will ensure that repairs performance meets targets and service standards	2	<ul style="list-style-type: none"> Review our approach to pre and post inspections Carry out benchmarking 	June 09	Repairs Management Board	<p>Review % and effectiveness of pre and post inspections</p> <p>Carry out benchmarking for reactive maintenance costs</p>	Value for money demonstrated in Repairs Partnership review
Homelessness						

<p>We will ensure we are compliant with statutory duties, particularly in relation to temporary accommodation</p>	2	<ul style="list-style-type: none"> ▪ Measure and monitor performance on homeless service standards ▪ Implement an annual training programme to ensure consistency of homelessness advice ▪ Complete the Homepoint action plan ▪ Develop improved performance management framework 	<p>Nov 09</p> <p>Nov 08 and ongoing</p> <p>Nov 09</p>	Homelessness Services Manager/IT	<p>Devise and implement new performance management framework including IT development</p> <p>Training programme</p> <p>Action plan completed</p> <p>as above</p>	<p>Performance management information being used to measure service delivery, identify issues requiring action and develop the service</p> <p>Better housing advice for homelessness applicants</p> <p>Improved delivery of homelessness service</p>
<p>We will improve the time we take to make decisions and improve our performance in maintaining contact with people who apply for assistance.</p>	1	<ul style="list-style-type: none"> ▪ Following the review implement the new staffing structure ▪ Emphasis on prevention of homelessness ▪ Contacts ▪ Speed up decision letters ▪ Put in place arrangements to deal with Section 11 ▪ Develop Throughcare and Aftercare policy 	<p>Mar 09</p> <p>Nov 08</p> <p>Jan 09</p>	Director of Housing/City Housing Manager/ Homelessness Services Manager	<p>New staffing structure developed, approved and implemented</p> <p>Implement and evaluate new staffing structure</p> <p>Decision letters issued timeously</p> <p>Section 11 procedure agreed and implemented</p> <p>Policy developed and implemented</p>	<p>Better prevention of homelessness/best solutions</p> <p>Clients receiving appropriate accommodation and support services</p> <p>High rates of customer satisfaction with service</p>
<p>We will make better use of referrals and nominations to RSLs to maximise lets to homeless people</p>	1	<ul style="list-style-type: none"> ▪ Work with Lettings Centre to ensure that Section 5 referrals / nominations processes are reviewed and operating effectively 	Mar 09	Homelessness Services Manager/Q&PU	<p>Review section 5/nominations process</p> <p>New process agreed and implemented</p>	<p>Improved housing choices and outcomes for homeless applicants</p>