

REPORT TO: HOUSING, DUNDEE CONTRACT SERVICES AND ENVIRONMENT SERVICES COMMITTEE - 27TH APRIL 2009

REPORT ON: SCOTTISH HOUSING REGULATOR - INSPECTION REPORT IMPROVEMENT PLAN

REPORT BY: DIRECTOR OF HOUSING

REPORT NO.: 238-2009

1. PURPOSE OF REPORT

1.1. This report sets out the Improvement Plan (see Appendix 1) which has been prepared in response to the Final Inspection Report of the Housing Service completed by the Scottish Housing Regulator.

2. RECOMMENDATIONS

2.1. It is recommended that Committee approves the Improvement Plan for submission to the Scottish Housing Regulator.

3. FINANCIAL IMPLICATIONS

3.1. None.

4. BACKGROUND

4.1. The Final Inspection Report of the Housing Service was reported to Housing, Dundee Contract Services and Environment Services Committee on 23rd March 2009 (Report No. 105-2009) along with a draft Improvement Plan.

4.2. Committee agreed that a Best Value Review Group be established to:

- Approve the Improvement Plan for submission and agreement with the Scottish Housing Regulator following consultation with relevant shareholders.
- Oversee and monitor the Improvement Plan.
- Agree the consultation and involvement arrangements for tenants and staff.

4.3. Consultation has taken place with tenants and staff and the draft Improvement Plan has been amended. The Scottish Housing Regulator has provided initial comments on the draft Improvement Plan and the Improvement Plan has also been amended to reflect these comments. The updated Improvement Plan was considered and approved by the Best Value Review Group at a meeting held on 15th April 2009.

- 4.4. The Council must prepare and submit an Improvement Plan to the Scottish Housing Regulator within eight weeks of publication of the Final Inspection Report. Therefore, the Council's Improvement Plan must be submitted by 1st May 2009. Following the Council's submission of the Improvement Plan the Scottish Housing Regulator will examine the Plan to ensure that all priority areas and recommendations are fully and appropriately addressed. The Scottish Housing Regulator will then agree the Plan or respond with comments, usually within two weeks of receipt.
- 4.5. The Best Value Review Group will meet on a monthly basis to receive reports on progress in implementation of the Improvement Plan. Reports will be made each quarter to the Housing, Dundee Contract Services and Environment Services Committee.
- 4.6. The Scottish Housing Regulator will monitor the Improvement Plan by means of progress reports, liaison meetings and re-inspection around two years following the end of the last inspection. An interim progress report will be required to be submitted to the Scottish Housing Regulator one year after the Plan is agreed.

5. **POLICY IMPLICATIONS**

- 5.1. This report has been screened for any policy implications Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6. **CONSULTATIONS**

- 6.1. The Chief Executive, Depute Chief Executive (Support Services), Depute Chief Executive (Finance), Assistant Chief Executive, Head of Finance and all other Chief Officers have been consulted in the preparation of this report. Comments and feedback have been reflected in preparation of the Improvement Plan.

7. **BACKGROUND PAPERS**

- 7.1. None.

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DIRECTOR OF HOUSING

April 2009

APPENDIX 1**IMPROVEMENT PLAN**

Recommendation	What the Inspection Report Said	Actions to meet recommendations	Responsibility	Timescale	Key outputs/evidence	Intended outcomes/ achievements
Key Recommendation 1 Develop its leadership and management capacity to deliver change and improvement in its services	7.3 Failure to drive improvement despite awareness of shortcomings in own reviews - disconnection between strategic improvement work and operational work 7.4 Lack of strong and effective management - major weaknesses: <ul style="list-style-type: none"> confusion over roles and responsibilities due to restructuring gaps in management responsibility for responding to poor performance in letting and gas safety staff less likely to agree they have an effective management team and do not feel that change contributed to improvement or that encouragement and recognition given (Staff survey) 	1. A Housing Best Value Review Group to be set up to agree the Improvement plan and oversee implementation.	Chief Executive	Commencing 15/4/09	Group will approve the improvement plan. Group will meet monthly to monitor implementation of the plan and will report quarterly to the Council.	Effective implementation of the improvement plan.
		2. Lean system review process to be developed and service review process to be embedded across the department. This will involve staff/tenants/other stakeholders	QPU Manager/ Service Managers	Commencing April 2010	Lean service reviews underway - Right to Buy - Heating ,Kitchen Bathroom - Owner Recharging - Void house processes Output = Culture of Continuous improvement, Customer Focus, evidence Customer satisfaction surveys etc	Culture of continual improvement embedded in the service Committed staff who have a direct input into the standards of the service they deliver.
		3. Role of repairs board/chair and operational management to be made explicit in partnership agreement review. Also reflected in supervision, appraisal and performance management framework.	Director of Housing/Director of DCS	by 1st July 2009	New Repairs Partnership Agreement in place. Clear client/contractor roles contained within Partnership Agreement.	High quality reactive maintenance service delivered to tenants demonstrating value for money, meeting all service standards and legislative requirements.
		4. A review of the structure of the Homeless Service has been agreed by the Housing Committee. The roles of homelessness/ and letting to be made explicit through review of job descriptions and delivery of training.	City Housing Manager/Homeless Service Manager	by 1st April 2010	Effective joined up customer focused service delivery from Lettings Centre and Homelessness service.	Increasing customer satisfaction with lettings and homelessness services
		5. Develop and Implement a service specific Induction Training programme for all new starts. Ensure that all Job Descriptions	Housing QPU Manager	by 1st April 2010	Clear linkages between strategy formulation, implementation and front line service delivery	All staff fully aware of Department vision, values and service goals and actions they require to deliver these

		are reviewed and specify core training/induction requirements for the job.			Continuous improvement culture and customer first approach embedded throughout the Department	Clarity of roles and expectations within all areas of service delivery and staff aware of overall service delivery
		6. Review the Department's training budget and resources to deliver all elements of the improvement plan.	Director Of Housing	by 1st October 2009	Highly competent staff / improved staff morale	Staff and stakeholders involved in developing the direction and priority of the Department
		7. Conduct a Training and Development Review of all staff together with skills audit	Housing Dept HR Manager/QPU Manager	by 1st October 2009	High visibility of Management	Staff who are happy to come to work and take pride in the quality of the services they deliver
		8. 360 Degree appraisal for all Managers and Team Leaders	Housing Dept HR Manager/QPU Manager	by 1st April 2010	Culture of reward and praise for Staff for good service	Staff who have strengths that are valued by the organisation and fully identified and utilised.
		9. A system of Staff Appraisal to be implemented. Audit of staff skills to take place to ensure that all staff have the necessary knowledge to do their tasks.	Housing Dept HR Manager/QPU Manager	by 1st April 2010	Staff Suggestion scheme so staff feel they have a direct input and influence. Ideas formally discussed at HDMT	
		10. Ensure improvement in leadership through re-survey of staff after changes have been made to gauge improvements	Director of Housing/HDMT	Summer 2010 and at least every four years thereafter		
Key recommendation 2 As a matter of Urgency, put in place a robust performance management framework across its services	7.2 Service Plan objectives are not supported with SMART Action Plans. 4.9 performance for processing applications not monitored 4.15 & 4.24 Poor management and monitoring of suspensions process 4.16 Monitoring of Gypsy Travellers and Disabilities for applications and lets 4.21 Comprehensive monitoring of letting targets required 4.26 Targets for s5's and nominations need to be set and monitored 4.29 performance and targets for NTV's to be set and monitored 4.31 Housing Support: no	11. Housing Service Plan to be reviewed through a Golden Thread Health Check with Solace Enterprises.	HDMT/QPU Manager	Commencing 1st May 2009, completion 1st April 2010		
		12. Review Performance Management Framework to force a stronger link between performance, supervision, staff appraisal and training. Managers and Supervisors to receive training and guidance in implementing the new system. This framework will incorporate an explicit requirement to identify areas for improvement and how they will be addressed through the	HDMT/QPU Manager/Service Managers	Commencing May 2009 for full implementation from 1st April 2010	Performance management framework reviewed, developed and integrated into service plans for 2010/11	All services operating within a strong performance culture and managers able to demonstrate action to address performance issues with management information informing service development and improvement. Clarity of roles and expectations within all areas of the service / targets set and performance monitored.

	<p>measurement of outcomes in reduction of arrears or ASB.</p> <p>4.60 No monitoring of refusal reasons.</p> <p>5.23 no effective performance management for gas servicing.</p> <p>5.34 Right to repair performance monitoring required</p> <p>5.42 No monitoring of number of repairs it varies</p> <p>6.3 Significant weakness in Homeless performance management information</p> <p>6.7 no monitoring of performance against target to give applicants an interview within three days (including lost contact prior to interview)</p> <p>6.19 Does not routinely monitor homeless tenancy sustainability levels - a major weakness</p> <p>6.27 High levels of lost contacts and no analysis of reasons for this</p> <p>6.46 No overall control of s5 and nominations to set targets, priorities and no monitoring</p> <p>7.8 Poor at acting on information it has to effect real improvement:</p> <ul style="list-style-type: none"> • a lot of info' gathered but this not analysed and used effectively • Difficult to get accurate performance info' from the council <p>no accurate picture of performance in access & lettings, homeless or gas safety</p>	<p>Housing Service Plan.</p> <p>13. Additional indicators to be included within performance management framework (i.e. in Service plan, Key Results, Repairs Partnership or other allied arrangements):</p> <ol style="list-style-type: none"> a. Application processing b. suspensions c. lets and applications from minority groups; d. letting targets e. section 5 referrals, f. nominations g. new tenant visits h. housing support outcomes i. refusals of offers j. gas servicing k. right to repair l. repair variations m. homeless indicators (see item 63) <p>14. Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for:</p> <ol style="list-style-type: none"> a. Stock Information Database b. Housing Waiting List c. Homeless System d. Repairs system 			<p>Consultation with stakeholders completed</p> <p>All groups of staff trained and aware of performance management system and delivering within framework</p>	<p>All staff and customers aware of 'golden thread' which links services we provide to the Corporate vision.</p> <p>Staff have individual Action Plans and personal targets</p> <p>Delegation of Tasks and responsibilities from Service managers.</p> <p>Culture of Trust in Staff to achieve their goals although accountability remains with service managers.</p>
		<p>15. Additional indicators to be included within performance management framework (i.e. in Service plan, Key Results, Repairs Partnership or other allied arrangements):</p> <ol style="list-style-type: none"> a. Application processing b. suspensions c. lets and applications from minority groups; 		<p>Commencing April 2009 for implementation in July 2009</p>	<p>Comprehensive suite of relevant performance indicators in place and updated as necessary.</p>	<p>Comprehensive measurement of Department/Manager/ Team/individual performance against SMART targets.</p> <p>Performance driving effective service delivery and continuous improvement with clear links and performance improvement cycles</p>

		<ul style="list-style-type: none"> d. letting targets e. section 5 referrals, f. nominations g. new tenant visits h. housing support outcomes i. refusals of offers j. gas servicing k. right to repair l. repair variations m. Homeless indicators (see item 63) 				demonstrated.
		<p>16. Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for:</p> <ul style="list-style-type: none"> a. Stock Information Database b. Housing Waiting List c. Homeless System d. Repairs System 	Housing Strategy Manager/ Housing Investment Manager/East District Manager/ Housing Services Manager	Proposals to be submitted June 2009	Further Stock Condition Surveys on cloned stock	100% Stock info database - Work towards a formal Asset management plan
		Audit of Homeless performance management/lost contacts/s5's to be carried out through lean service review. (see Item 12m and 66)	Homeless Services Manager/QPU Manager	by Nov 2009	Lean service review completed.	Improved case management, reduction in lost contacts, improved service to homeless applicants.
Key recommendation 3 review its approach to procurement to ensure this is transparent and delivers value for money	<p>5.38 No evidence that alternative contractors to DCS have been considered, no test to whether they provide value for money</p> <p>5.39 Benchmark repair costs not market tested - serious weakness</p> <p>5.41 High level of emergency repairs - no analysis of reasons for this</p> <p>5.42 No plans to reduce number of repairs cancelled due to no access, no monitoring of number of repairs varied.</p> <p>5.43 Lack of knowledge about corporate procurement strategy & strategy unclear about procurement for housing assets and</p>	17. We will review the operation of Partnering contracts for capital projects and reactive/planned maintenance to ensure value for money is demonstrated	Housing Strategy Manager/Housing Investment manager/City Architectural Services Officer	Ongoing through partnership and tendering processes - Initiate regular benchmarking with other Social Landlords	Consistency of approach in procurement and improved predictability of annual capital planning	<p>Reductions in capital improvement contracts and achievement of best value</p> <p>Demonstrating best value in procurement</p>
		18. Develop a system of unit rates linked to capital works to ensure best value and predictability for forward planning	City Architectural Services Officer/Housing Investment Manager	by 1st April 2010 Include in 3 year Capital Plan due in Feb 2010	Transparent decision making processes Ensure value for money	
		19. Develop further supply chain partnering	City Architectural Services Officer/Housing Investment manager	by November 2009 Kitchen and Bathroom suppliers identified by Nov 2010	Reduced fee levels from Larger Contracts and increased efficiencies. Further use of Design and Build/install where appropriate	

	<p>maintenance. 5.44 Council held little information to demonstrate why contractors or partners successful in procurement exercises, lack of evidence of best value - significant weakness. 7.25 Weaknesses in SHQS Delivery plan and repair/investment programmes don't demonstrate value for money 7.26 Supervision & management costs high and increasing 7.27 Generally poor service outcomes and variable levels of satisfaction. No clearly articulated VFM or efficiencies strategy for the housing service 7.28 No contingency plans in SHQS delivery plan</p>	20. Work with partners to ensure consistency of workflow links to reducing costs.	Housing Strategy Manager/Housing Investment Manager/City Architectural Services Officer	Ongoing through partnership and tendering processes		
	<p>7.30 Restructuring aimed at service delivery improvement but no clear focus on VFM 7.31 Council cannot demonstrate a focus on VFM in procurement for repairs or investment</p>	21. Develop options appraisal and risk assessment processes for procurement of capital projects (to include a clear audit of best value).	Housing Strategy Manager	April 2009 and ongoing		
		22. Review the service level arrangements and fees with Architectural Services	Housing Strategy Manager/ Housing Investment Manager	by April 2010		
		23. Work with the Corporate procurement team to incorporate specific requirements for housing department and staff to be trained/briefed.	Housing Strategy Manager/ Housing Investment Manager/City Architectural Services Officer	by April 2010		
		24. SHQS Delivery Plan to be reviewed and demonstration of value for money to be a clear, measurable indicator (option appraisal and risk assessment). Review also to include risk assessment/option appraisal to plan for contingencies.	Housing Strategy Manager/ Housing Investment Manager	by June 2009 and ongoing	SHQS Root and Branch Review completed by June 2009. Preparation and agreement of three year capital plan 2009-12. Agreement reached with stakeholders on revised Standard Delivery Plan.	Implementation and delivery of annual investment plans. Meeting SHQS by 2015 for core stock.
		25. Value for money and Efficiencies Strategy - a working group to be set up to investigate the scope and outputs of such a strategy. This to be built into the departments Service planning Framework.	Director of Housing/Housing Department Finance Manager/HDMT	by April 2010	Strategy produced and implemented.	Delivering best value to tenants and service users.
		26. Repairs Partnership review to: a. Benchmark with private sector and other DLO's on cost and quality. b. ensure that future	Director of Housing/Director of DCS/City Housing Manager	by July 2009	Complete review of Repairs Partnership and implement revised partnership arrangements.	Delivery of high quality, value for money reactive maintenance repairs service for tenants meeting all legislative requirements and service standards.

		<p>procurement to demonstrate that decisions have been based on cost and quality</p> <p>c. investigate no access solutions (appointments?)</p> <p>d. develop a systematic approach to pre and post inspection repairs</p> <p>e. put in place a performance management framework to:</p> <p>i. monitor and investigate emergency repair levels</p> <p>ii. monitor variations</p>				
<p>Key recommendation 4 Improve customer focus and joined up working across all of its services</p>	<p>4.5 front line staff not given housing options and advice training</p> <p>4.10 no pro-active advice to people who may be homeless through letting service</p> <p>4.11 no prospects info' on acknowledgement letter</p> <p>4.11 info' & advice for prospects callers inconsistent.</p> <p>4.13 Application form cancellations don't take account of individual circumstances</p> <p>4.14 Cancellation for 6 months after 3 offers is restrictive.</p> <p>4.32 Reasons for termination of tenancy not monitored and don't know why abandonments increased last year</p> <p>7.10 Monitoring and reporting on service standards to be implemented</p> <p>7.20 Lack of consultation on</p>	<p>27. Front line staff/Letting/Homeless Staff to be provided with Housing Options and Advice training through either Homepoint/IS Customer Service Professional/bespoke training.</p>	<p>East District Manager/Lettings Team Leader/QPU Manager</p>	<p>Commencing April 2009</p>	<p>Quality advice and information service in place meeting defined standards and customer needs.</p> <p>Improved management information on reasons for terminations to enable analysis of management/ investment interventions.</p> <p>Early identification of estate management/anti social and other issues.</p>	<p>Increased customer satisfaction with Advice and Information/Lettings service.</p> <p>Increased tenant satisfaction with houses and estates, lower turnover rates.</p> <p>Customer focused services with focus on continuous improvement.</p>
		<p>28. Prospects advice to be included in letters generated in new letting system (interim position?) and prospects advice guidance to be built into letting system which will be accessible to staff from housing dept and housing associations.</p>	<p>East District Manager/Lettings Team Leader</p>	<p>Implementation December 2009</p>		
		<p>29. Cancellations procedure to be reviewed and staff training to be delivered with regular refreshers.</p>	<p>East District Manager/Lettings Team Leader</p>	<p>Implementation December 2009</p>		
		<p>30. Policy of cancellation/suspension after 3 offers to be reviewed</p>	<p>East District Manager/Lettings Team Leader</p>	<p>Implementation December 2009</p>		

	<p>showers policy 7.21 Complaints system good but examples of where there were poor responses to complaints 7.22 Despite contact centres no strong customer focus on delivery of services:</p> <ul style="list-style-type: none"> • poor advice and info' • poor signposting • poor communication between different team • no comprehensive tenant satisfaction survey 	<p>31. Terminations to be monitored through performance management framework</p> <p>32. Service Standards to be reviewed through Focus Groups and appropriate methods of measurement to be implemented</p> <p>33. Showers policy being reviewed through SHQS Delivery plan review.</p> <p>34. Complaint responses to be reviewed by a sample audit by Quality and Performance Unit. Outcomes to be fed into annual performance Report and Performance Management Framework.</p> <p>35. Staff rotation/shadowing scheme to be considered (see also items 5,6,7,8)</p>	<p>QPU Manager/East District Manager</p> <p>QPU Manager/East District Manager</p> <p>Housing Strategy Manager/Housing Investment Manager</p> <p>QPU Manager</p> <p>Housing Dept HR Manager/ QPU Manager</p>	<p>Implementation December 2009</p> <p>Commencing December 2009 Completion in April 2010</p> <p>by June 2009</p> <p>2008/9 Review to be completed in June 2009. Exercise to be done annually thereafter</p> <p>Decision to be made prior to April 2010</p> <p>Review will be completed by December 2010</p>	<p>Better understanding of customer needs and where service failures occur. Ensuring linkages to continuous service improvement and policy development</p> <p>More awareness of wider service delivery.</p>	<p>Competent, motivated staff.</p>
<p>Key recommendation 5 develop its approach to collecting and using tenant feedback to improve service delivery</p>	<p>4.45 Estate Management satisfaction survey required 5.8 Does not carry out regular tenant surveys to determine investment priorities 5.20 Customer surveys on investment programme could be more immediate, shorter and achieve higher response rate, telephone surveys to be piloted. Little evidence of feedback influencing change/improvement. 7.15 Sample for repairs satisfaction surveys too low 7.15 Approach to estate walkabouts inconsistent - council slow to respond to tenants comments</p>	<p>36. All Surveys/survey methods to be reviewed to ensure the appropriate method is used and the best return is achieved. An annual programme of postal surveys, telephone surveys, focus groups, forums, and tenant led inspections will be agreed and actions/improvements from these will be discussed annually by managers and reported in Housing Bulletins.</p> <p>37. Tenants Estate Walkabouts involving tenants, residents and councillors to be programmed. Outcomes to be reported through Housing News/Bulletins and departmental performance framework.</p>	<p>QPU Manager/Service managers</p> <p>District Managers</p>	<p>in place by June 2009 and ongoing</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>

		38. Tenants to be consulted on investment priorities through Review of SHQS Delivery plan.	Housing Strategy Manager/Housing Investment Manager	by June 2009	Ensure investment priorities meet tenant aspirations.	Tenants have input to Investment Plans and Priorities on a formal basis through Tenant forums/Focus groups/DFTA Stock investment meeting tenant needs and SHQS standards.
Key recommendation 6 widen its approach to tenant participation	7.18 Tenant groups generally unhappy with council's approach to consultation and participation - too much reliance on DFTA	39. A revised Tenant Participation Strategy which addresses issues raised in the Peer Review and Inspection has been agreed by the Council. Implementation of this will be overseen by a group of key housing staff and tenants' representatives. The strategy includes: a. A consultation Strategy which timetables major consultation events b. an annual survey of tenants groups to gauge satisfaction with our approach to tenant participation c. at least one tenant led inspection per year d. a minimum of two Area forum meetings per year e. A minimum of two tenants bulletins per year in additional to the annual report	QPU Manager	Tenant Participation Strategy to be implemented from 1st April 2009	Surveys completed/feedback assessed, discussion with stakeholders and mechanisms developed Tenant forums/focus groups/ meetings with DFTA Action plan developed and in place	Most relevant mechanisms in place to communicate and involve tenants and service users Improved satisfaction with participation arrangements Clear service workplan, targets and outcomes RTOs fully involved
Letting Centre implement its new allocation policy quickly and improve access to and management of its housing list	<ul style="list-style-type: none"> o Housing Options Guide to be made available beyond web. o No free-phone facility for letting service <p>4.7CHR to be operational in 2009/10 4.10 No quality assurance for</p>	40. We will implement the new allocations policy and associated new IT systems to ensure we meet housing need effectively and provide improved customer service. The letting I.T. system will incorporate: a. CHR development	City Housing Manager/East District Housing Manager	Phase 1 Implementation of Letting IT system by December 2009	Policy developed and in place New IT system developed and operating Quality assurance/audit in place Competent staff fully trained	Allocations policy implemented and full operational compliance demonstrated Demonstrate policy objectives including allocations to categories are achieved

	<p>assessment of applications. 4.12 WL review letters don't ask for update of circumstances, therefore no picture of need and preferences 4.13 approach to cancellations not consistent. 4.15 Applicants being suspended inappropriately and poor management of the process 4.18 Significant weakness in use of waiting time points 4.25 Choice limited by sex separation policy</p>	<p>b. a quality assurance and checking system for offers applications, cancellations, allocations and management transfers c. Waiting List Review process developed in the Letting IT system will require applicants to update circumstances d. Waiting Time Points will be removed when the Letting I.T System is implemented e. Reasons for bypassing applicants will be clearly identified.</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>Improved customer focused service delivery from Lettings Centre including provision of good quality housing advice Reduction in void rent loss Lower refusal rates Increased customer and community satisfaction Improved decision making processes linked to investment priorities</p>
		<p>41. A number of interim changes to practice have been implemented prior to implementation of the new I.T. system. These include: a. Quality assurance is now in place by a system of sample checks of decisions by the letting team leader and supervisors. b. A review of the cancellations procedure and Suspensions procedure has been completed in December 2008 and training for all letting centre staff was completed in January 2009.</p>	<p>East District Manager/Lettings Team Leader</p>	<p>implemented from December 2008 and ongoing</p>	<p>Fully compliant transparent allocation trails. Effective cancellations policy.</p>	<p>Allocations systems compliant with policy and legislation.</p>
		<p>42. Sex Separation policy is to be reviewed</p>	<p>QPU Manager</p>	<p>June 2009</p>		<p>Maximise use of housing stock</p>

		43. A freephone number for the letting service will be considered			Evaluation undertaken.	Improved customer access.
		44. The Housing Options guide will be printed and distributed to partner agencies and be made available in main council receptions and libraries.	QPU Manager	July 2009	Quality advice and information service in place meeting defined standards and customer needs.	High quality advice and information provided.
ensure all of its letting decisions are transparent and in line with its new policy	4.19 letting process not transparent because of lets out-with points system 4.20 Audit trail for management transfers required 4.22 transparency and lack of balance in quality of offers to Homeless. 4.23 Offers not checked or authorised - no audit trail 4.24 applicants bypassed and suspended without notification, some suspended inappropriately for small debts 6.44 homeless people not offered same quality of permanent accom' as other applicants.	45. See above The quality of Homeless lets compared with other lets will be analysed annually and be scrutinised by the Homelessness co-ordinating Group.	East District Manager/Lettings Team Leader/Homeless Services Manager	by April 2010	Implementation of new IT allocations system by November 2009 to fully support operation of new allocations policy. Fully compliant transparent allocation trails. Effective cancellations policy.	Allocations systems compliant with policy and legislation.
improve its approach to sustaining tenancies and identifying vulnerable tenants	4.29 sign up's to be used to give info' on rights and responsibilities. NTV's to be used to identify vulnerable tenants 4.51 Arrears process doesn't identify people at risk at an early stage, few referrals to homeless service and specialist advice 4.51 Doesn't carry out financial assessments prior to repayment agreement, doesn't tailor approach to individual tenants needs.	46. Tenancy Sign up Procedures to be reviewed and all relevant staff to be re-trained to ensure that information on rights and responsibilities are given.	East District Manager/Lettings Team Leader/ Homeless Services Manager	by June 2009	Effective tenancy sustainment policies and frameworks in place linking to Housing Support Team, Social Work Department and external agencies as required.	Improved tenancy sustainment, lower tenancy turnover and terminations.
		47. Staff will be trained to identify vulnerable tenants and how to refer them to the appropriate agencies.	East District Manager/Housing Services Manager	by November 2009		
		48. All Rent Recovery Centre staff have been trained in Welfare Rights since 11th November 2008 and Welfare Rights training to be included as a core competency for Rent Recovery staff.	West District Manager	for implementation by April 2010		

		49. Referral procedures to Welfare Rights are to be reviewed, staff to be trained and referral process to be embedded in Rent Recovery I.C.T system end of May 2009.	West District Manager	for implementation by April 2010		
Improve the standard at which it lets its empty houses	4.59 No relet standard and review relet expenditure. Standard of relet poor/houses dirty 4.60 No monitoring of refusal reasons	50. A working group is to be set up to develop and implement a relet standard.	East District Manager	by August 2009 (part of lean system review now underway)	Clear standards set and implemented for empty properties.	Increased new tenant satisfaction with properties, closes and estates.
		51. Refusal reasons to be monitored and reported in the Departments' Performance Management Framework (See item 12i)	East District Manager/Lettings Team Leader	by November 2009	Early warning indicators for emerging hard to let properties.	Reduction in refusal rates and lost rents.
Rent Recovery Centre deliver demonstrable improvements to its performance on collecting rent and letting its empty houses quickly	4.33 NOP's issued for small arrears & HB arrears 4.35 process for not recovering possession after decree incorrect 4.44 NTV's required 4.51 Doesn't always check entitlement to HB before pursuing legal action. Doesn't carry out financial assessments prior to repayment agreement, doesn't tailor approach to individual tenants needs. 4.53 to review pursuance of FTA's for 20 years 4.57 pre-allocation of houses and start letting process sooner. Visit terminating tenants to ensure g=house is left in good order 4.58 Void process not closely managed and monitored 4.61 No strategy for difficult to let houses - "readily available" not being used. Council to re-introduce advertising and decommission low demand sheltered housing.	52. Procedures for ending tenancies where decree is not enforced to be amended, IT system to be corrected and staff to be trained.	West District Manager	by April 2010	Interim processes in place IT fixes required and specifications developed	Improved customer service from Rent Recovery Centre. Reduction in arrears levels and tenancies sustained.
		53. New tenant visits to be done by appointment for all tenants, targets to be set and performance reported (see also 12g)	East / West District Manager	from December 2008 and ongoing		
		54. Void management process to be reviewed in a lean service review	East District Manager	by August 2009		
		55. Readily Available" process to be implemented.	East District Manager/Lettings Team Leader	from December 2008 and ongoing		
		56. Decommissioning of low demand housing Strategy to be reviewed/ implemented	Housing Services Manager/ East District Manager/Lettings Team Leader	from December 2008 and ongoing		

Gas safety ensure it meets its legal and regulatory obligations in relation to gas safety	5.23 Major weaknesses in gas safety: <ul style="list-style-type: none"> some houses not checked for years no accurate info on cases where legal action being taken no assigned responsibility for gas safety no regular performance management poor operational awareness of statutory duty inconsistent approach to retaining certificates no quality assurance of safety checks 	57. We will implement clearly assigned management responsibility for gas safety to ensure compliance with legal duties. a. Gas safety procedures reviewed and implemented b. Ensure that significant progress made in managing gas safety over the past 3 months continues to be embedded c. Ensure target of 100 % for gas safety certificates is continually met for tenanted properties d. Develop robust gas servicing PI's e. Ensure 10% independent checks	City Housing Manager/Repairs Centre Team Leader	November 2008 and ongoing	Procedures in place Regular monitoring undertaken by Gas safety Group and Repairs Partnership Board reported to HDMT 100% gas safety checks completed within 12 months of last service 10% independent checks in place	All systems serviced within timescales and full compliance with legal and HSE requirements Publicity for tenants issued and Increased awareness of gas safety issues for tenants
Right to repair ensure it meets its statutory obligations on the right to repair	5.34 Right to Repair not publicised annually, qualifying repairs not accurately identified, tenants not advised of right to compensation, priority for some repairs do not meet statutory timescales; tenants not provided with written confirmation of rights, performance on meeting Right to Repair required	58. We will ensure that we meet our statutory duties on the right to repair a. Review current right to repair systems b. Raise staff awareness of qualifying repairs c. Publicise the right to repair d. Right to repair performance to be reported in performance framework	City Housing Manager/Repairs Centre Team Leader	manual system to be developed by August 2009 and IT based system by June 2010	No. of RTR repairs completed within timescale RTR claims made No. of validated/approved £ compensation paid	Increased tenant and staff awareness of RTR Better information/publicity for tenants
Asset management - develop a robust and regularly updated information base on housing need and demand for its stock	5.6 No robust use of stock information for option appraisal on stock disposal. Weaknesses in information base (Need Demand Study) undermine ability to make robust decisions. 5.7 No robust info' on need and demand for its own housing	59. Affordability Need and Demand Study outcomes expected in April 2009. This information will be used to inform the SHQS Delivery Plan and LHS. 60. The information base for the Affordability need and demand study will be updated every two years.	QPU Manager	Study to be completed April 2009	Stock information database continually updated with contract completions/action taken to clarify issues arising from cloned data as necessary	Effective investment and maintenance plans devised and updated Core stock identified and investment needs quantified
			QPU Manager	April 20011	Move towards 100% population of SID through additional surveys of	Effective asset management policy

		61. The Housing waiting list will be constantly reviewed and also updated as part of the development and implementation of the Letting I.T system. (see item 38)	East District Manager/Lettings Team Leader	by November 2009	cloned property Evaluation of Craigforth study Systems reviewed and updated	
SHQS - Closely monitor and manage the risks to its progress toward meeting the SHQS	5.4 No consolidated Asset Management Strategy 5.10 Cloning of data from 30% sample in condition survey is a risk 5.12 Risks associated with: <ul style="list-style-type: none"> £30m receipt from land sales loan charges and debt rising faster than expected more void loss than expected expected reduction in management costs have become increases 5.17 Not effective in projecting spend to meet programme targets 5.21 Cyclical maintenance programme does not focus on areas where work most needed - review of approach being undertaken.	62. We will closely monitor and manage the risks in delivering the SHQS <ol 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 	Housing Strategy Manager/Housing Investment Manager	framework in place by June 2009 and ongoing	Successful completion of review with stakeholders Risk management plan prepared and approved Submission of revised SDP	Review completed Plan approved and effective ongoing risk management SDP submitted and agreed with SHR
		63. We will further develop our systems for evaluating the performance of our stock <ol 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 Review operation of cyclical maintenance to highlight critical maintenance items on a shorter cycle and re-evaluate developments in the 	Housing Strategy Manager/Housing Investment Manager/City Housing Manager/District Managers	as part of ongoing root and branch review (June 2009) and ongoing		

		City to provide larger contracts and hence improved VFM				
Reactive maintenance review its management of completing repairs on time to turn around its deteriorating performance	5.32 Repairs performance declining 5.33 tenants not provided confirmation of repairs reported 5.35 No effective use of pre and post inspection of repairs, no targets or criteria. Information from inspections not used to identify service improvements	64. We will complete the Review of the Repairs Partnership and will ensure that repairs performance meets targets and service standards a. Review our approach to pre and post inspections b. Carry out benchmarking	Director of Housing/Director of DCS/City Housing Manager	July 2009	Review % and effectiveness of pre and post inspections Carry out benchmarking for reactive maintenance costs	Value for money demonstrated in Repairs Partnership review
Homelessness review its homeless operations to ensure it is meeting all of its statutory duties particularly in relation to temporary accommodation	6.3 Significant weakness in performance management information, does not always know if it discharges duty to homeless people, does not know how it is placed to meet 2009/2011 targets, does not always record sufficient information from out of hours contacts or when providing info & advice to demonstrate duties are being met, high levels of repeat homeless and lost contacts 6.4 has not established reason for significant increase in homeless applications 6.7 no monitoring of performance against target to give applicants an interview within three days (including lost contact prior to interview) 6.10 out of hours call records don't identify whether temp accom' needs are discussed or are met. 6.17 Does not monitor or fully evaluate contribution of partnership projects in context of increase in applications.	65. The Homeless performance management information system will be reviewed to : a. ensure that information is robust b. measure progress toward targets for 2012 c. collect number and outcomes of out of hours contacts d. measure provision of information and advice e. record referrals data f. measure repeat homelessness g. measure tenancy sustainment h. measure use of temporary accommodation i. record lost contacts j. measure time taken for assessment k. measure s11 referrals/breaches l. record appeals/requests for review of decisions (refer to Item 12m)	Homeless Services Manager	by April 2010	Devise and implement new performance management framework including IT development Training programme Action plan completed as above	Performance management information being used to measure service delivery, identify issues requiring action and develop the service Better housing advice for homelessness applicants Improved delivery of homelessness service

	6.19 Does not routinely monitor tenancy sustainment levels - a major weakness 6.20 Repeat homeless statistics not accurate- a weakness 6.21 no action taken on proposals to respond to evictions in private sector inc s11	66. The Homeless Co-ordinating Group will co-ordinate work to establish reasons for lost contacts and reasons for high levels of presentations (this may involve a lean service review).	Homeless Services Manager	by October 2009	Analysis and evaluation completed.	Reduction in "lost" contacts
	6.21 Lack of referrals from housing management teams - significant weakness 6.27 High levels of lost contacts and no analysis of reasons for this 6.28 Does not always explain the right to temp' accom' or explain how to get access to the service out of hours.	67. Partnership work will be assessed in the context of the Homelessness Strategy and will be reported to the Housing Committee and partner agencies annually	Homeless Services Manager	by April 2010	Quarterly meetings and annual report.	Delivery of Homeless Strategy.
	6.34 Doesn't monitor requests for review on offers of temp' or permanent accom'. Info' not given about ombudsman or right to temp' accom if required during review process.	68. Referral processes are to be reviewed and training delivered to area office staff and housing association partners.	Homeless Services Manager	by November 2009	Processes reviewed and training delivered.	Improved homeless service provision.
	6.37/38 Not able to give reliable information on level or use of temp' accom' (inc' partners) and time spent. Undermines confidence in B&B figures - major weakness 6.40 Information leaflet inaccurate	69. Inaccuracies in the Homelessness information leaflet have been addressed.	Homeless Services Manager	from .. 2008		
		70. Protocols for implementation of s11 have been developed and distributed to private landlords, creditors and lenders	Homeless Services Manager	from April 2009	Protocols in place.	Prevention of homelessness from private sector tenancies.
improve its performance in maintaining contact with people who apply to it for assistance and to shorten the time it takes to make decisions	6.14 does not always record info and advice contacts when not progressed as homeless cases - to be progressed in Homepoint action Plan	71. Homepoint Action plan to be implemented	Homeless Services Manager	April 2009 and ongoing	Processes reviewed	Improved outcomes for homeless applicants.
	6.29 Verification/checking process causes delays and process not used to identify improvement	72. Lean Service Review to be undertaken to ensure efficient assessment process.	Homeless Services Manager	by November 2009		
	6.30 Performance for completing assessments are	73. Decision Letters to be reviewed	Homeless Services Manager	by July 2009		

	variable - council to review this. 6.31 Does not always clearly explain how decisions are reached in decision letters					
make better use of referrals and nominations and nominations to RSL's to maximise lets to homeless people	6.33 Doesn't always record advice given and doesn't monitor referrals to other agencies 6.46 No overall control of s5 and nominations to set targets, priorities and no monitoring	74. Nomination and section 5 Agreements to be reviewed and incorporated with individual targets into design of letting System I.T	QPU Manager	December 2009	Nomination processes reviewed and information reports produced.	Improved nominations processes and allocations maximising use of RSL stock.
		75. Quarterly performance data to be reported through Performance Management Framework and discussed at least annually with Housing Associations.	Homeless Services Manager	First Annual Report in June 2009 Quarterly Reports thereafter		