

REPORT TO: HOUSING, DUNDEE CONTRACT SERVICES AND ENVIRONMENT SERVICES COMMITTEE - 13 JUNE, 2011

REPORT ON: HOUSING DEPARTMENT IMPROVEMENT PLAN - PROGRESS REPORT

REPORT BY: DIRECTOR OF HOUSING

REPORT NO.: 316-2011

1. PURPOSE OF REPORT

- 1.1. To report on progress on the Improvement Plan agreed with the Scottish Housing Regulator (SHR).

2. RECOMMENDATIONS

- 2.1. It is recommended that Committee note the progress on the implementation of the Improvement Plan up to the end of April 2011 and agree that, as part of the commitment to Public Performance Reporting, this report be added to the plans and performance section of the Council's website.

3. FINANCIAL IMPLICATIONS

There are no direct financial implications of this report.

4. MAIN TEXT

- 4.1. The Scottish Housing Regulator agreed the Council's Improvement Plan in September 2009. The matrix attached at Appendix 1 to this report identifies progress up to the end of April 2011. Eight items have been completed since the last update to Committee in April 2011, bringing the number of items completed to one hundred and seventeen. These items are highlighted in pale grey shading within the matrix.
- 4.2. A summary of items completed since the last report follows:
- 4.2.1. **Item 2 - DCC has not carried out a comprehensive satisfaction survey of tenants in recent years:** A general all tenant survey, based on the Status Survey which is recommended by the National Housing Federation and Scottish Housing Best Value Network, was issued in January 2011 to all tenants. A report on the results of the survey was completed in May 2011.
- 4.2.2. **Item 14 - Cancellation for 6 months after 3 offers is restrictive:** A report outlining the findings of the 6 month review and removal of the 3 offer rule was agreed by committee on 9 May 2011.
- 4.2.3. **Item 34 - The Council does not collect information on tenant satisfaction with its estate management service:** Questions on estate management are included in the comprehensive tenant survey which was reported to the Housing Department's Management Team in May 2011.

- 4.2.4. **Item 39 - The Council has a relatively high level of former tenant arrears and has written off substantial amounts of these in the last three years.** It reserves the right to pursue FTA's for up to 20 years. The council told us it will review this when responsibility transfers to its contact centre in 2009: Currently decrees have a legal lifespan of 20 years therefore it is in the Council's interest to pursue any debts until the decree is no longer valid. This will maximise the value of revenue coming into the housing department. Debts not covered by decree will be written off under prescription legislation and cannot be pursued. The collection of former tenant arrears has been reviewed with revised letters and mechanisms being introduced to improve the collection rate. Recovery in the last financial period has improved by 27% compared to previous year.
- 4.2.5. **Item 46 - No strategy for difficult to let houses - "readily available" not being used. Council to re-introduce advertising and decommission low demand sheltered housing:** A comprehensive strategy for houses which are difficult to let has been agreed by the HBVRG in March 2011. 'Available now' is one element of our strategy for difficult to let houses. Prospective tenants are aware of low demand sheltered vacancies through advertising. All 'available now' houses are being advertised online and in district offices.
- 4.2.6. **Item 97 - The Council told us it thought its reported figures on repeat homelessness were an underestimate. This is a weakness:** The I.T. specification for repeat homeless cases has been revised to be consistent with the Scottish Government's definitions contained in the HL2 statistical return guidelines. A ten percent sample of cases was checked to ensure that the definition used by the computer system was accurate.
- 4.2.7. **Item 122 - We found confusion over roles and responsibilities, in part due to its recent restructuring of services:** Training needs have been assessed during the Performance and Development Reviews with appropriate training and development being provided. In the 2010 Staff Survey, percentage agreement with the following statements was :
- I am kept aware of the policies & procedures of the council - 86%
 - I understand the purpose aims and objectives of my department - 92%
 - I understand how my job roles and responsibilities are linked to
 - aims and objectives - 92%
 - Most people are committed to achieving aims and objectives - 84%
- 4.2.8. **Item 135 - Sample for repairs satisfaction surveys too low:** A general all tenant survey which is based on the Status Survey which is recommended by the National Housing Federation and SHBVN has been completed. This survey includes questions about the repairs service. 1199 responses to the survey were received, almost 10% of our tenants.

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.

6. **CONSULTATIONS**

- 6.1. The Chief Executive, Depute Chief Executive (Support Services), Director of Finance, Assistant Chief Executive and all other Chief Officers have been consulted on this report. No concerns have been expressed.

7. **BACKGROUND PAPERS**

7.1. None.

ELAINE ZWIRLEIN
DIRECTOR OF HOUSING

APPENDIX 1

	What the SHR said	Key Actions/ Milestones	Timescale	Key Outputs/Evidence	Update
2	4.3 DCC has not carried out a comprehensive satisfaction survey of tenants in recent years.	<p>Complete an option appraisal of survey methods to ensure a comprehensive satisfaction survey of tenants is completed along with service specific surveys. This will include postal surveys, focus groups telephone surveys and forums:</p> <ul style="list-style-type: none"> • Consultation with Section Managers. • Consultation with tenant's representatives. • Agreement of survey methods/timescales. • Implementation and report of findings. • Reviewed every 2 years. 	<p>May/June 2009</p> <p>October 2009</p> <p>December 2009</p> <p>From April 2010</p> <p>December 2012 etc</p>	<p>New framework for tenant satisfaction information will be reported to Housing Best Value Review Group.</p> <p>Report to HDMT</p> <p>Report to HDMT</p> <p>Report to HDMT/BVRG</p> <p>Report to HDMT/Service Plan/Housing News</p> <p>Report to HDMT</p>	<p>A general all tenant survey based on the Status Survey which is recommended by the National Housing Federation and SHBVN. Was issued in January 2011 to all tenants. A report on the results of the survey was completed in May 2011.</p> <p>Taking everything into account overall satisfaction with the housing service is:</p> <ul style="list-style-type: none"> • Very Satisfied 32% • Fairly satisfied 45% • Neither satisfied nor dissatisfied 11% • fairly dissatisfied 7% • very dissatisfied 5% <p>Complete</p>
6	4.7 CHR to be operational in 2009/10.	<p>Implementation of a Common Housing Register (CHR) linked with the development of the Letting IT system to enable implementation of the Council's lettings policy. CHR module is Phase 2 of the IT project.</p> <ul style="list-style-type: none"> • Road test the design wording of the Common Housing application form with tenants/tenants groups/ RSLs and other interested parties. 	<p>Complete June 2009</p>	<p>An agreed common application form.</p>	<p>A common application form has been designed with the input of housing associations. This was piloted and is now being used by the Housing Department. The design of the housing department's new letting I.T. system allows housing associations secure access to select applicants from the council's waiting list. This also allows associations to input their property details to select suitable applicants for nominations and section 5 referrals. The system went live in April 2010, Staff from housing associations have received training on the system between April and July 2010. All of the local associations are now using the system.</p> <p>Further work is underway to explore cost sharing, service level agreements and management arrangements. Some HA's wish to explore other options for a CHR and further discuss Information and advice integration prior to a pilot. Regular meetings continue to be held.</p>

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		<ul style="list-style-type: none"> New letting I.T system will incorporate a secure web based link available to HA's to access the housing waiting list for nominations and Section 5 referrals. Develop Performance reports. Deliver training to housing dept staff and RSLs staff for prospects advice, nominations and section 5 referrals. 	<p>IT system to be completed by November 2009</p> <p>Management Info to be programmed January 2010.</p> <p>Commencing 12th October, completing 15th December</p>	<p>An operational letting IT system and web enabled common housing register</p> <p>A reporting framework agreed with local HA's.</p> <p>Completion of training and evaluation of effectiveness.</p>	
14	4.14 Cancellation for 6 months after 3 offers is restrictive.	<p>Policy of suspension after 3 offers to be reviewed.</p> <p>Number of applicants suspended for refusing 3 offers will be analysed and the policy will be evaluated 6 months after the new system is in place.</p>	<p>December 2009</p> <p>June 2010</p>	<p>Report to Best Value Review Group</p> <p>As above.</p>	<p>The 3 offer rule was reviewed through a report to HBVRG and subsequently to Committee in January 2010. No change to the 3 offer rule was made but it was agreed that this should be subject to further review after 6 months operation of the new letting system (i.e. after September 2010).</p> <p>A report outlining the findings of the 6 month review was agreed by committee on 9th May 2011.</p> <p>Complete</p>
25	4.26 The Council does not have a target for what proportion of lets should go to each group (nominations/section 5's) and it does not effectively monitor the performance of RSLs against the agreements. (Significant Weakness)	<p>Monitoring framework for nominations will be established.</p> <ul style="list-style-type: none"> revise the nomination procedures agree procedure with HA's collect comprehensive data on nominations report nomination outcomes renegotiate section 5 and 	<p>November 2008</p> <p>August 2009 and</p> <p>quarterly.</p> <p>In place by</p>	<p>Revised procedures.</p> <p>Report to BVRG</p> <p>Report to Best Value Review Group and HDMT.</p> <p>Nomination/Section 5 agreements with HA's.</p>	<p>Nomination agreements and associated procedures were agreed with Housing Associations in September 2009.</p> <p>The target for nominations and section 5 referrals combined is 50% of net lets. Each HA had a target number of lets for section 5 referrals for 2009/2010. In 2008/2009 the target was 225 and HA's let 198 houses through section 5 referral. In 2008/2009 HA's let 218 houses to people nominated by the Council. The total net lets by HA's in 2008/2009 was 794 lets. Therefore the percentage of net lets by HA's going to nominations and section 5 referrals were 52%.</p> <p>In 2009/10 Housing Associations were set the same targets. For nominations, net lets totalled 677 and 131 nominations were successful. In the same period 198 section 5 referrals were successful. Therefore</p>

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		nomination targets with HA's .	December 2009		<p>the percentage of net lets given to nominations and section 5 referrals totalled 329 or 48.6%.</p> <p>A quarterly report of nomination/s5 performance has been in place since April 2011 and quarterly meetings with Housing Associations are being arranged for June 2011 to discuss performance and future targets.</p>
34	4.45 The Council does not collect information on tenant satisfaction with its estate management service.	<p>Estate Management Survey to be drafted as part of overall review of Housing Dept Surveys.</p> <p>Survey finalised and ready for use and any training required.</p> <p>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 through consultation with :</p> <ul style="list-style-type: none"> • Tenants • Service Managers • Tenant Participation Officers (Refer to item 1 and 2) 	<p>December 2009</p> <p>January 2010</p> <p>Review will be completed by June 2010</p>	<p>Survey agreed</p> <p>Agreed revised survey timetable and consultation programme.</p> <p>Consultation will take place with Tenants, Service Managers and Tenant Participation Officers to agree revised Survey Timetable and Consultation Programme (focus groups / tenant led inspections/ mystery shopping)</p> <p>Progress on this revised programme will be reported in Key Results monthly performance report.</p>	<p>Since 2009 Estate walkabouts with staff, tenants, councillors and partner agencies have progressed and issues raised are acted upon.</p> <p>Questions on estate management are included in the comprehensive tenant survey which was reported to the Housing Department's Management Team in May 2011.</p> <p>In summary: When asked about satisfaction with their neighbourhood as a place to live:</p> <ul style="list-style-type: none"> • 42% were very satisfied • 38% were fairly satisfied • 6% were neither satisfied nor dissatisfied • 7% were fairly dissatisfied and 7% were very dissatisfied <p>The following were considered to be the biggest problems:</p> <ul style="list-style-type: none"> • Drug use or dealing (17%) • Car parking (15%) • Rubbish or litter (13%) • Noisy neighbours (11%) <p>Complete</p>
36	4.51 Arrears process doesn't identify people at risk at an early stage, few referrals to homeless service and specialist advice.	<p>Referral procedures to Welfare Rights are to be reviewed,</p> <p>Staff to be trained.</p> <p>Referral process to be embedded in Rent Recovery I.C.T system - Housing Support Team/ Homeless Services Unit/ Welfare Rights Team. Mandatory referral at NOP and Court stages. Also optional referral available at any other stage.</p>	<p>November 2008</p> <p>Annual refresher July 2009 November 2008</p>	<p>Reviewed procedures.</p> <p>Trained staff.</p> <p>Updated IT System.</p> <p>Welfare Rights procedures are being actively reviewed with the IT specifications case referral to provide outcome results.</p>	<p>A manual system was introduced to enable officers to make referrals at two key stages in the rent arrears process. 14 days after the Notice of Proceedings is issued officers can make referrals to the housing support team. Arrears should still be at a level where intervention can have a positive outcome.</p> <p>The other stage is at court enrolment. At this stage referrals will be made to homeless and Welfare Rights, given the serious nature of the tenants situation. A suite of performance management reports have been developed to help target rent arrears action.</p> <p>To find further improvement we aim to profile those in arrears to help us determine where best to put our resources in order to prevent arrears arising or to minimise arrears. A small sample (of all evictions for rent</p>

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		Outcomes measurable within IT system and annually the profile of tenants at risk will be reviewed to inform us where our support needs to be concentrated	Report May 2009	Report to HDMT	arrears in 2009/10) has been profiled and has given us a starting point on which to build. This manual referral system is being computerised. Work on the I.T. system is almost finished pending further discussions with Welfare Rights which are expected to be concluded in June.
37	4.51 Doesn't check tenant's 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.	<p>We will continue staff training in Welfare Rights.</p> <p>Welfare Rights training to be included as a core competency for rent recovery staff.</p> <p>Supervisor case check on Court enrolments.</p> <p>Financial Assessment requires an IT solution to interface Housing Dept, online pro forma with Welfare Rights poverty index returns to Scottish Government.</p> <p>Phone Coaching training for RRC.</p>	<p>Completed November 2008</p> <p>Annual refresher New staff induction.</p> <p>November 2008</p> <p>April 2010</p> <p>August 2009</p>	<p>Trained staff.</p> <p>Updated IT system.</p>	<p>Social Work's welfare rights training and phone coach training has been completed and this training has been included as a core competency in relevant staff performance and development review.</p> <p>All court enrolments are checked by supervisors.</p> <p>The Welfare Rights referrals process will make it easier (and more routine) to gather information from other sources as well as fostering the promotion of the use of joined up thinking within the Council.</p> <p>A corporate financial assessment tool has been adopted (including standardised procedures) and an assessment is made of income and expenditure prior to any court action being progressed.</p> <p>Integration of the Rent Recovery and Welfare Rights I.T. systems is expected to be implemented in June.</p>
38	4.52 The Council plans to develop its ITC system to automatically refer tenants in arrears to its welfare rights and housing support teams.	Refer to item 37.	Refer to item 37.	Refer to item 37.	Refer to items 36 and 37.
39	4.53 The Council has a relatively high level of former tenant arrears and has written off substantial amounts of these in the last three years. It reserves the right to pursue FTA's for up to 20 years. The council told us it will review this when responsibility transfers to its contact centre in 2009.	<p>FTA decrees being reviewed.</p> <p>RRC will assess once responsibility transfers to them.</p>	April 2010	Review of FTA decrees.	<p>The transfer of the former tenant arrears is being reviewed due to IT resource being targeted on other Regulation & Inspection priorities. At present collection of former tenant arrears will remain in the Rent Accounting Section.</p> <p>Currently decrees have a legal lifespan of 20 years therefore it is in the Council's interest to pursue any debts until the decree is no longer valid. This will maximise the value of revenue coming into the housing department. Debts not covered by decree will be written off under prescription legislation and cannot be pursued.</p> <p>The collection of former tenant arrears has been reviewed with revised</p>

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					<p>letters and mechanisms being introduced to improve the collection rate. Recovery in the last financial period has improved by 27% compared to previous year.</p> <p>Complete</p>
40	<p>4.55 Lost rents; it took the Council the average on 71 days to let its empty houses and it let only 13.7% in 4 weeks. This represents a significant deterioration in its performance in 2005/2006, over the same period the national figure improved.</p>	<p>A Lean service review of void process will be completed.</p> <p>This will look at changing working practices to speed up the process minimising void times.</p> <p>Experiments identified to look at time taken to relet properties and improve quality of relet process. These will include:</p> <ul style="list-style-type: none"> - 100 properties looked at over a month to monitor how long from termination to let. - If a job is awaiting material but the tenant is able to move in, allow tenant to move in and work completed afterwards. - Obtain as much information as possible at pre termination visit and make tenant aware of what they need to do before they move out. - Fit key boxes to empty properties for easy access to key for contractors. - Investigate the use of 'multi hit squads' to avoid multiple visits. 	<p>September 2009</p> <p>Experiments implemented from September 2009</p>	<p>New relet process.</p> <p>Report to BVRG.</p>	<p>The most recent Lean Service Review has developed a Voids Action Plan (which has been circulated to all elected members). This includes:</p> <ul style="list-style-type: none"> • joint training with DCS to improve partnership working • changed responsibilities for relet officers to improve ownership of processes • pre-termination visits • more efficient use of electronic diaries for relet officers. <p>As a result of actions taken all indicators are now improving, e.g. void loss, days to let, refusals and number of void properties. A presentation was made to the Best Value Review Group on Thursday 26th May 2011 outlining current performance and improvements being made with Voids.</p>

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		<ul style="list-style-type: none"> - Applicants can make changes to application over the telephone i.e. to remove an area from their application. - Quality checks of relet cleaning specification has made improvement to standard. - Reintroduce fit to view. 			
46	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.	<p>Void management process is being reviewed in a lean service review and as a result of the review the following action is being taken:</p> <p>IT print kb 82 will identify "available now" houses earlier for let.</p> <p>"Available Now" list of sheltered and mainstream and decommissioned properties can now be accessed by tenants on internet, at district office and by telephone.</p> <p>Advertising of sheltered properties has commenced.</p> <p>If there is no interest in sheltered properties after they have been advertised, they are now being decommissioned.</p>	<p>From December 2008 and ongoing</p> <p>November 2008</p> <p>Commenced May 2009</p> <p>Commenced May 2009</p>	<p>% "available now" houses let.</p> <p>Number of sheltered properties advertised.</p> <p>Number of properties decommissioned.</p> <p>Report to BVRG.</p>	<p>A comprehensive strategy for houses which are difficult to let has been agreed by the HBVRG in March 2011. 'Available now' is one element of out strategy for difficult to let houses. Prospective tenants are aware of low demand sheltered vacancies through advertising. All 'available now' houses are being advertised online and in district offices.</p> <p>Complete</p>
47	5.4 No consolidated Asset Management Strategy	<p>Complete the current SHQS root and branch review.</p> <p>Devise risk management assessment.</p> <p>Re-submit SHQS standard</p>	<p>Interim report to Committee Sep 2009.</p> <p>June 2010</p>	<p>Completed Root and Branch Review.</p> <p>Risk Management Assessment.</p> <p>Revised SHQS Delivery Plan finalised for submission to Scottish Govt</p>	<p>The SHQS root and branch review has been completed and approved by Committee in August 2010.</p> <p>A risk management matrix has been developed to manage the risks associated in meeting the SHQS. This is updated quarterly and monitored by the SHQS project board.</p>

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		<p>delivery plan to Scottish Housing Regulator.</p> <p>Develop asset management strategy document.</p>		Draft plan produced	<p>The Council will submit the updated SHQS standard delivery plan to the SHR in 2011 as required.</p> <p>The asset management plan will be developed in tandem with full submission of SHQS update to Scottish government.</p> <p>HIU Contribution to the corporate Asset Management Plan has been completed.</p> <p>Guidance on Asset Management Planning has now been issued by the Scottish Housing Regulator. A Working group has been set up to analyse impact. A return in the form of a template is to be completed in June 2011.</p>
52	<p>5.10 Its reliance on information cloned across similar house types to cover the remaining 70% is a risk ... but has no other firm plans to increase the coverage of its stock condition information.</p>	<p>Stock condition data is updated on completion of contracts on stock info database. In excess on 1500 properties will be updated per annum.</p> <p>IT brief completed on links to corporate systems.</p> <p>Carry out further stock condition surveys on cloned stocks.</p>	<p>Annually updated.</p> <p>March 2010</p> <p>Proposal March 2010</p>	<p>Report to SHQS project board on number of surveyed properties - April 2010 and annually thereafter.</p> <p>Brief produced</p> <p>Report to committee on proposals - February. 2010</p>	<p>The stock information database is continually updated from roof roughcast surveys, ECM work, heating, kitchen, bathroom programme surveys and replacements along with all other work completed.</p> <p>The Council is currently considering a proposal for validation and additional survey work to boost stock information.</p> <p>An option appraisal is complete and circulated to the SHQS Project board for discussion in May 2011. This report includes proposals for additional stock condition surveys.</p>
56	<p>5.21 Cyclical maintenance programme does not focus on areas where work most needed - review of approach being undertaken.</p>	<p>Cyclical maintenance review group set up -</p> <ul style="list-style-type: none"> Look at priorities Stock info database Review the operation of cyclical maintenance to highlight critical maintenance items on a shorter cycle Re-evaluate developments in the City to provide larger contracts and hence improved Value for Money. 	<p>Review completed by March 2010.</p>	ECM programme	<p>The multi disciplinary ECM review group has been set up to review policy and procedures.</p> <p>Improvements implemented are the introduction of larger 'super developments' and increasing resource allocation to the ECM programme.</p> <p>The action plan informing the priorities for the review which is ongoing includes work streams on:</p> <ul style="list-style-type: none"> value for money quality assurance differentiation in work cycles lifecycles scope of work <p>The action plan is being reviewed in May 2011 taking cognisance of budget allocations for 2011/12.</p>

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69	<p>5.30 The Council does not operate a formal appointment system.</p> <p>Does not monitor its performance in keeping appointments.</p>	<p>Explore options of appointment systems.</p> <p>Consult other Local Authorities to obtain relevant information re appointment systems</p> <p>Report to Repairs Management Board on options of appointments system.</p> <p>Once options have been agreed consultation with tenants.</p> <p>Options report to Repairs Management Board will also take into account DCS current rolling out of mobile working for tradesmen.</p>	<p>December 2010</p> <p>December 2010</p> <p>July 2011</p> <p>December 2010</p>	<p>Reduction in the number of no accesses.</p> <p>More effective planning of work.</p>	<p>In an attempt to gather information relating to DCS rolling out working with mobile technology a pilot exercise took place where a small group of DCS tradesmen were issued with mobile phones. One of the difficulties of not having a formal appointment system is the fact that tradesmen will turn up to carry out the repair and the tenant won't be in. These abortive calls are having a negative impact on the service. This pilot was designed to see if the level of abortive calls could be reduced by having the tradesmen phone ahead to the tenant advising then that he is on his way. If he gets no response to his call he knows the tenant isn't in so doesn't make the journey.</p> <p>The initial findings appear positive. A report is in production and it is anticipated that it will be presented to the Repairs Management Board in due course.</p> <p>It should be noted, however, that there is an appointment system in place for gas safety checks and this system is extremely effective.</p> <p>An interim report on the outcome of discussions with other Local Authorities was presented to the Repairs Management Board on 21 March 2011. A further, final report detailing the conclusions of the feasibility study, will be tabled at the next meeting of the Repairs Management Board on 23 May 2011.</p>
74	<p>Advise tenants of their right to compensation or pay this when it has not carried out qualifying repairs in the statutory timescale.</p>	<p>Advise tenants over the phone or in person when reporting their repair of their rights.</p> <p>This will be followed up with a receipt in the post with the tenant's rights and all relevant information.</p> <p>IT specification to be drawn up for changes to system to allow reports etc to be generated.</p> <p>Weekly reports will be generated to show repairs that have missed their target timescale.</p> <p>Agree exceptions to scheme e.g.</p>	<p>Manual system to be developed by August 2009 and IT based system by June 2010</p> <p>December 2009</p> <p>August 2009</p>	<p>Frontline staff is advising tenants of this.</p> <p>Receipt to be sent out in the post to advise tenants.</p> <p>Weekly reports are checked for repairs that require compensation and compensation paid without the tenant having to claim.</p>	<p>Exceptions to the Right to Repair Scheme have been agreed by the Repairs Management Board. Since September 2009 weekly reports have been produced showing qualifying repairs that have missed their target timescales. Also, compensation has been paid to tenants from that date. The I.T. specification for the computerisation of the Right to Repair Scheme is in development. In the meantime refresher training was delivered to the staff at the repairs centre on 16th September 2010.</p> <p>As part of the Employee Performance and Development Review process a sample of all calls will be checked to ensure accuracy of information given by Advisers.</p> <p>A review of the benchmark jobs associated with Right to Repair qualifying repairs has been undertaken. This review was necessary to ensure that receipts would only be issued for qualifying repairs. Work can now progress with I.T. to have receipts issued. It is hoped that this can progress as a matter of urgency, and receipts can be issued early in</p>

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		<p>weather conditions, where specialist parts are required, under warranty to contractor.</p> <p>Compensation paid to tenants where required.</p> <p>A 20% sample of all calls to Repairs Centre will be monitored to ensure staff provide information required.</p> <p>Will investigate the feasibility of introducing appropriate telephone technology into the District Offices and the Out of Hours Service to audit a similar sample of calls at these locations.</p>	<p>June 2009</p> <p>August 2009</p> <p>August 2009</p> <p>August 2009</p>		<p>the new financial year.</p> <p>All necessary I.T. development work has been completed and training is in the process of being delivered to all relevant staff. The training will be completed by the end of May 2011, thus enabling receipts to be issued from the start of June 2011.</p>
76	Provide tenants with written confirmation of their rights when reporting qualifying repairs.	As above, receipts to be issued for all qualifying repairs.	Manually August 2009. IT based system by June 2010	Receipts to be issued for all qualifying repairs.	<p>As above i.e. the I.T. specification for the computerisation of the Right to Repair Scheme is being developed. As a result it will then be possible to have receipts for a qualifying repairs issued by the start of the new financial year.</p> <p>However, a review of the benchmark jobs associated with Right to Repair qualifying repairs has been undertaken. This review was necessary to ensure that receipts would only be issued for qualifying repairs. Work can now progress with I.T. to have receipts issued. It is hoped that this can progress as a matter of urgency, and receipts can be issued early in the new financial year.</p> <p>All necessary I.T. development work has been completed and training is in the process of being delivered to all relevant staff. The training will be completed by the end of May 2011, thus enabling receipts to be issued from the start of June 2011.</p>
80	5.38 We found no evidence that the Council had formally considered alternative contractor options for the procurement of its maintenance service or tested if it represents value for money.	<p>Direct comparison with private sector providers has been made.</p> <p>Compared with other benchmarks (APSE).</p> <p>This was reported to Housing Committee on 1st July.</p>	July 2009	Revised part agreement demonstrating value for money.	<p>The procurement policy was approved by Committee in June 2009.</p> <p>The procurement policy sets out partnering framework arrangements.</p> <p>Market testing is completed annually for the HRA capital programme.</p>

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		<p>Procurement policy to committee 1st July which will outline the way forward.</p> <p>Developing a procure model for future partnering.</p> <p>Market testing across range of contracts by tender.</p> <p>Establish method to benchmark costs against peers.</p> <p>Develop unit rate</p> <p>Pilot with 2 contractors on kitchen programme.</p> <p>Review VFM and report to Committee.</p> <p>Further develop supply chain partnering (cheaper prices preferred suppliers etc) - kitchen and bathroom selection process.</p> <p>We will review the service level arrangements and fees with Architectural Services - review SLA and fees, benchmarking.</p>	<p>July 2009</p> <p>December 2009</p> <p>April 2010</p> <p>Winter 2009 January 2010, report to Committee February 2010. November 2009 for selection process, March 2010 for Contractor appointment.</p> <p>April 2010</p>		<p>Benchmarking spreadsheets are being produced and enquiries made via the SHBVN network. Approaches have been made to other Councils. There is difficulty in obtaining relevant benchmarking information.</p> <p>Kitchen and bathroom contracts to assess efficacy of unit rates have been completed on site and evaluation is underway.</p> <p>Supply chain partnerships are in place with Worcester Bosch for gas central heating boilers and further supply chain partnerships now put in place for kitchens to ensure quality and value for money.</p> <p>We are reviewing the required level of service provision in relation to the various programmes and have identified areas where it may be possible to obtain improved value for money.</p> <p>The Partnering Contract is being re-tendered and will be reported to Committee in June 2011</p>
82	5.41 Increasing proportions of response repairs as emergencies - It has not analysed the reasons for this nor does it have clear plans in place to address this.	<p>The following options will be investigated to look at the reason for the number of emergency repairs:</p> <p>Training and induction for staff will be investigated to ensure staff are correctly informed on what is an emergency.</p> <p>Repeat repairs are also being investigated and work carried out</p>	March 2010	<p>Clearer guidance for staff.</p> <p>Jobs repaired correctly at first visit.</p> <p>Clear, agreed guidance on what is classed as an emergency.</p>	<p>A review looking at efficiency savings within the Out of Hours Emergency Repairs Service. As part of that review all repair categories, emergency repairs has been overseen by the Repairs Management Board. An interim action plan has identified improvements including:</p> <ul style="list-style-type: none"> • a review of the Out of Hours Emergency Repairs Service • a review of repairs categories, • work patterns for DCS staff have delivered efficiencies.. <p>Further work will be required and a further report is to go to the Repairs Management Board meeting on 23 May 2011.</p>

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		<p>to ensure repair is repaired at the first visit where possible.</p> <p>Repairs Development Group is also looking at what the Department currently classes as an emergency and reviewing this list. The Group also has involvement from tenants.</p>			
83	<p>5.42 No firm plans to reduce number of repairs cancelled due to no access. The Council does not monitor on the number of repairs it varies.</p>	<p>The option of contacting tenants by telephone or letter will be investigated before repair is cancelled to establish whether repair is still required.</p> <p>The Performance Sub Group will report to the Repairs Management Board on the variance between committed and billed cost of repairs and other agreed indicators. This Group will also look at the tying in with post inspections with variances in costs.</p> <p>The Performance Sub Group will look at control limits and will look at the repairs which fall either above or below these limits. The control limits will be set by the Performance Sub Group.</p>	March 2010	<p>Monthly report to Repairs Management Board on -</p> <p>% repairs over committed cost.</p> <p>Number of repairs over % of committed cost (% to be agreed by Performance Sub Group).</p> <p>10% variance from benchmarks. This is subject to annual review.</p>	<p>A report went to the Repairs Management Board on 28 June 2010. The Board agreed to promote the existing on-line services rather than look to introduce text messaging as a way of reporting a repair. However, it was agreed that text messaging would be more effective as an outgoing communication aid, for example in informing tenants that the tradesman is on his way to carry out the required repair, etc. Such applications are an enhancement to the service and are to be explored in greater detail. The Repairs Management Board concluded that this report dealt with the issue raised by the SHR and, as a result, this action item is now complete.</p> <p>Work to develop the use of text messaging as an additional communication channel is in progress at a corporate level within the council. It has been agreed to pilot this in a number of different service areas, one of which is in the gas safety appointments process. All necessary I.T. development work has now been completed and the pilot will begin by the end of May 2011.</p> <p>NB Please note that updates for the other key outputs for this item i.e.</p> <ul style="list-style-type: none"> - monthly report to Repairs Management Board - % repairs over committed cost - Number of repairs over % of committed cost(% to be agreed by Performance Sub Group) - 10% variance from benchmarks. This is subject to annual review <p>have been included within item 84 which has been completed.</p>
86	<p>5.44 Council held little information to demonstrate how or why contractors or partners successful in procurement exercises, lack of evidence of best value - significant weakness.</p>	<p>Procurement cluster as part of partnering framework will look at.</p> <ul style="list-style-type: none"> • Procurement policy • Audit trails • Transparency • Option appraisals to 	December 2010	<p>Report to committee procurement policy July 2009 and ongoing reports for capital estimates.</p>	<p>The Procurement Policy was approved in June 2010.</p> <p>There are audit trails and contract justifications in place to ensure transparency in work allocation.</p> <p>Option appraisal mechanisms have been developed and implemented.</p>

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		<ul style="list-style-type: none"> Committee Pilot new selection process. <p>Develop a system of unit rates linked to capital works to ensure best value and predictability for forward planning.</p>	By 1st April 2010 Include in 3 year Capital Plan due in February 2010		The Partnering framework for 2012-15 has been reviewed and a report is going to committee in June outlining re-tendering proposals
94	6.17 Council does not effectively monitor or fully evaluate contribution of these (partnership projects) in the context of increase in applications.	We will produce an annual monitoring and evaluation report covering all Council funded partner projects. The findings of this exercise will be reported to HDMT.	June 2010	Annual monitoring report to HDMT.	The Homeless Strategy (which details partnering arrangements with the voluntary sector) is due for review in 2011. A report evaluating progress against the action plan and any outstanding or new actions will be reported to the council in August 2011. This will then be fed into the revised Local Housing Strategy (which will incorporate a revised Homeless Strategy and Housing Support strategy).
96	6.19 Does not routinely monitor tenancy sustainment levels - a major weakness.	Homeless tenancies to be included in monitor of all Council tenancies and reviewed on a quarterly basis to identify any trends in tenancy breakdown. Tenancy sustainment information to be gathered from RSLs and reviewed annually.	Quarterly monitor to be introduced September 2009. Annual report June 2010.	DCC housing monitor in place and quarterly report to be included in the performance reporting framework. An annual report of RSL tenancy sustainment to be produced and discussed with RSLs.	Figures were produced for the year end for all tenancies that were reported as part of the SPIs. A detailed specification for gathering tenancy sustainability levels has been discussed with IT to produce quarterly and annual figures. This will identify trends and vulnerable groups. This work is presently under development. The East District Manager is to have a short term working group to oversee the process and analyse outcome information. I.T work is expected to be complete by June 2011
97	6.20 The Council told us it thought its reported figures on repeat homelessness were an underestimate. This is a weakness.	IT system to be fit for purpose and reported HL1 information is accurate. First phase of this work is to introduce a web based Homelessness IT system which will ensure that information which was missing through the previous system is captured and reported through the HL1.	First phase of new IT system was introduced in May 2009. A meeting is to be convened in September 2009 to establish firm timescales for completion	First phase of new system has been introduced and is designed to ensure that is required HL1 information is input. This will greatly increase the accuracy of HL1 reports.	Phase 1 of system now complete and HL1 information is now accurate, Scottish Government error reports now greatly reduced. Phase 2 IT development work has commenced. The I.T. specification for repeat homeless cases has been revised to be consistent with the Scottish Government's definitions contained in the HL2 statistical return guidelines. A ten percent sample of cases was checked to ensure that the definition used by the computer system was accurate. As a result of this the proportion of repeat homeless cases has increased to 7.8% for 2010/11. Complete

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99	6.21 We also found the Councils housing management teams do not refer tenants it intends to evict to its homeless service. This is an area of significant weakness.	<p>Referral processes are to be reviewed and training delivered to area office staff and housing association partners.</p> <p>Manual referral - RRC Supervisor.</p> <p>Mandatory IT system referral.</p> <p>Include Rent Recovery Team in Section 11 arrangements and identify appropriate referral point to allow early intervention. Referrals to be actioned by the Homeless Prevention Team.</p>	<p>November 2009</p> <p>November 2008</p> <p>July 2009</p> <p>Prevention Team in place July 2009. Referral system to be agreed and in place August 2009.</p>	Referral System in place.	<p>A referral system is in place with the Rent Recovery Centre (RRC) from July 2009. Weekly lists of tenants enrolled in court are being sent to the Prevention Team Leader by RRC Supervisor. The system to be computerised as part of RRC ongoing IT development.</p> <p>The referral system will be computerised to automate the system. IT work is required to achieve this and is to be carried out as part of the Rent Recovery Centre IT development work. IT Development work due to be completed June 2011.</p>
101	6.24 The Council told us that it has serious concerns about the accuracy of some of the figures it reported in the past. The Scottish Government reported that the Council had been unable to supply it with some information. The council's patterns of assessment decisions are distinctly different to national figures.	Report acknowledges that 2007-08 figures are correct and phase 1 of new IT system now in place to improve accuracy of figures. Further IT system development to be carried out to ensure all reported information is accurate	A meeting is to be convened in September 2009 to establish firm timescales for completion	Accurate HL1 information	<p>Phase 1 of IT system in place, HL1 information accurate and all required Scottish Government information now submitted.</p> <p>Further system development is to be carried out. IT advise resources were made available by January 2010. We are now confident that HL1 information is accurate and assessment patterns are in line with national trends.</p> <p>Distinctions drawn between those assessed as 'homeless' and those assessed as 'threatened with homelessness' have now been addressed through staff guidance and training.</p> <p>I.T work is expected to be complete by August 2011</p>
110	6.37/38 Not able to give reliable information on level or use of temp' accommodation (inc' partners) and time spent. Undermines confidence in B&B figures - major weakness.	The Council will develop its IT system to record when and where placements are being made in the voluntary sector. The Council will also monitor the number of placements and average length of stay in individual agency accommodation to assess the demand and throughput in all forms of temporary accommodation.	April 2010 subject to IT time.	Accurate records of temporary accommodation placements and improved monitoring to assess demand for all forms of temporary accommodation.	<p>Our computer system shows voluntary sector accommodation on the system, to comply with HL2 requirements.</p> <p>IT have added voluntary sector accommodation units to the HSU system and a manual placement and termination recording system is in place enabling HL2 returns to include all temporary accommodation placements. The system does not enable comprehensive monitoring of temporary accommodation placements and throughput. Further IT work is required to fully address the regulators concerns on these items</p> <p>I.T work is expected to be complete by August 2011</p>

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		<p>Until further IT development time arranged, existing IT will be used to record temporary accommodation placement.</p> <p>Negotiations with temporary accommodation providers to use the IT system will be completed</p>	October 2009		
112	6.41 Lack of comprehensive and robust monitoring of temporary accommodation is a major weakness.	<p>As at 6.37 develop IT system and monitors. Following full implementation of Homeless Services Unit restructure responsibly for placement of clients and recording of placements will be with the Temporary Accommodation Team.</p>	June 2010	Quarterly monitor and annual report to HDMT and Homeless Co-ordinating Group.	<p>Our computer system shows voluntary sector accommodation on the system, to comply with HL2 requirements.</p> <p>IT have added voluntary sector accommodation units to the HSU system and a manual placement and termination recording system is in place enabling HL2 returns to include all temporary accommodation placements. The system does not enable comprehensive monitoring of temporary accommodation placements and throughput. Further IT work is required to fully address the regulators concerns on these items</p> <p>I.T work is expected to be complete by August 2011</p>
114	6.46 No overall control of s5 and nominations to set targets, priorities and no monitoring	<p>The Council will move towards the Letting Centre making all S5 referrals and nomination to RSLs thereby standardising the process and having overall control of RSL target lets.</p> <p>Prior to handover to Lettings Centre Homeless Service Unit will continue to produce quarterly performance data which will be reported through Performance management Framework.</p> <p>A Report will be produced and discussed annually with RSLs.</p> <p>Nomination and section 5 Agreements to be reviewed and</p>	April 2010 subject to IT time.	Agreed system for nominations and S5 referrals in place at Letting Centre. Quarterly reports in place through performance management framework.	<p>The target for nominations and section 5 referrals combined is 50% of net lets. Each HA had a target number of lets for section 5 referrals for 2009/2010. In 2008/2009 the target was 225 and HA's let 198 houses through section 5 referral. In 2008/2009 HA's let 218 houses to people nominated by the Council. The total net lets by HA's in 2008/2009 was 794 lets. Therefore the percentage of net lets by HA's going to nominations and section 5 referrals were 52%.</p> <p>In 2009/10 Housing Associations were set the same targets. For nominations, net lets totalled 677 and 131 nominations were successful. In the same period 198 section 5 referrals were successful. Therefore the percentage of net lets given to nominations and section 5 referrals totalled 329 or 48.6%.</p> <p>A quarterly report of nomination/s5 performance has been in place since April 2011 and quarterly meetings with Housing Associations are being arranged for June 2011 to discuss performance and future targets.</p>

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		<p>incorporated with individual targets into design of letting System I.T</p> <p>Screens constructed for RSLs to input empty houses/search facility for applicants. This will generate a list of applicants for nominations.</p> <p>Training for letting staff/RSL staff for new system.</p> <p>New Nominations and Section 5 Agreements to be drafted and agreed with each RSL in Dundee to reflect operation of the new letting system.</p> <p>Quarterly Liaison Meetings with RSLs to be set up to discuss operation of nominations and Section 5 arrangements.</p>	March 2010		
117	<p>7.3 The Council had previously identified a number of weaknesses in its service delivery we highlight in this report, but it has failed to drive improvements in spite of this awareness. We saw a real disconnect between its strategic improvement work and its operational work.</p>	<p>Refer to item 116.</p> <p>A Programme of Lean Service Reviews will be implemented and informed by the Service Assessment Programme. Lean Service Reviews have already commenced for:</p> <ul style="list-style-type: none"> • Right to Buy • Kitchen and Bathroom Programme • Void Management 	<p>Complete October 2008, reviewed October 2009 January 2010 September 2009</p>	<p>Report to Best Value Committee/Improvement and Efficiency Board</p> <p>Report to Best Value /Improvement and Efficiency Board</p>	<p>Lean service reviews are one way in which the Department seeks to review and improve service delivery.</p> <p>A Lean Service Review of the Right to Buy process has been completed and this has resulted in reduction in the time taken to process an application</p> <p>Lean service reviews in the kitchen and bathroom programme have led to the introduction of new supply chain partnerships e.g. for gas boilers and kitchen units.</p> <p>The voids lean service review has led to the implementation of a revised re-let standard, the introduction of a re-let team within DCS to improve the delivery of repairs to void properties, a new re-let standard and an improved standard of redecoration in re-lets.</p> <p>The Department has driven change in delivering the new Lettings IT system to support the introduction of the new allocations policy as well as introducing a new policy and associated procedures for the management of gas safety</p>

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122	7.4 We found confusion over roles and responsibilities, in part due to its recent restructuring of services.	Conduct a Training and Development Review of all staff together with skills audit.	October 2009	Training records updated and training identified.	<p>A review of the Training Database has been completed. As part of the employee performance and development reviews training needs are identified and included in the training plan which links to objectives and competencies. Training plan has been completed and passed to each unit manager. Level 2 CIH Training has been completed by 40 staff. Level 2 CIH continues to be delivered for front line staff</p> <p>The second round of Employee Performance and Development Review Meeting are in process and will be completed by June 2011. This reinforce staff roles and responsibilities and link to Housing Service Plan</p> <p>Management Development Training was provided to Unit Managers and Team Leaders to develop skills and provide support to facilitate implementing change within the department.</p> <p>Training needs have been assessed during the Performance and Development Reviews with appropriate training and development being provided.</p> <p>In the 2010 Staff Survey, percentage agreement with the following statements was :</p> <ul style="list-style-type: none"> • I am kept aware of the policies& procedures of the council - 86% • I understand the purpose aims and objectives of my department - 92% • I understand how my job roles and responsibilities are linked to aims and objectives - 92% • Most people are committed to achieving aims and objectives - 84% <p>Complete</p>
132	7.8 We found it difficult to get accurate performance information from the Council and we were often given contradictory information.	Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for: Homeless System	Proposals to be submitted December 2009	Accurate up to date information.	<p>This Item is to be addressed through Homeless IT system. IT development commenced in April 2010.</p> <p>It is proposed that the Homeless Strategy Team have the ability to obtain and analyse HL1 figures prior to submission to the Scottish Government. This will ensure that performance information is accurate. IT development is currently progressing and is expected to be complete by August 2011</p>

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134	7.10 Monitoring and reporting on service standards to be implemented.	<p>Service Standards to be reviewed through Focus Groups and appropriate methods of measurement to be implemented</p> <p>Publish our standards in a SMART format</p> <ul style="list-style-type: none"> • Review existing standards • Develop new SMART standards • Set up system to report performance of standards 	Commencing December 2009, Completion in April 2010	<p>Revised service standards.</p> <p>Monitoring framework in place.</p> <p>Performance against service standards will be reported through the key results to HDMT monthly. Tenants will be informed through the annual report.</p>	<p>Service standards have been reviewed and subject to consultation with tenants during July and August of 2010. Service Standards are now published on the Council's website and posters will be available in May 2011. Implementation of service standards is being measured and monitored through customer satisfaction surveys and other indicators within the department's performance framework.</p> <p>This item will be completed in May 2011.</p>
135	7.15 Sample for repairs satisfaction surveys too low.	Sample to be reviewed as part of overall review of Housing Dept Surveys. New survey / consultation methods to be considered as part of overall review of Housing Dept Surveys.	December 2010	<p>Sample of Repairs surveys is increased to acceptable level.</p> <p>New methods have been considered as part of overall review of surveys</p>	<p>A general all tenant survey which is based on the Status Survey which is recommended by the National Housing Federation and SHBVN Has been completed. This survey includes questions about the repairs service. 1199 responses to the survey were received, almost 10% of our tenants.</p> <p>In Summary, general satisfaction with the repairs service was:</p> <ul style="list-style-type: none"> • 36% were very satisfied • 43% were fairly satisfied • 6% were neither satisfied nor dissatisfied • 7% were fairly dissatisfied • 7% were very dissatisfied <p>Complete</p>
137	7.18 Tenant groups generally unhappy with council's approach to consultation and participation - too much reliance on DFTA.	<p>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:</p> <ol style="list-style-type: none"> 1. A consultation Strategy which timetables major consultation events 2. an annual survey of tenants groups to gauge satisfaction 	Tenant Participation Strategy to be implemented from 1st April 2009.	<p>Consultation processes regarding New Housing Application Form; SHQS Improvement plan</p> <p>Survey of RTO's which indicate 90% satisfaction.</p> <p>Range of publications to tenants giving information and outlining opportunities for involvement. Current methods include the following:</p> <ul style="list-style-type: none"> - Focus Groups - Surveys, written and telephone - Tenant Forums 	<p>A Senior Staff/Tenants' Representatives monitoring Group for the Tenant Participation strategy was set up in 2010 and has met quarterly since.</p> <p>Survey results in 2008/2009 displayed 90% satisfaction from RTO's to our approach to participation. In 2009/10 satisfaction fell to 83%. This was reported to the Tenant Participation Strategy Monitoring Group and actions to address the concerns raised were agreed.</p> <p>A Tenant led inspections in Relets and in estate management have been completed. A Tenant led inspection of Advice and Information Teams has been completed and the final report is expected to be available in March.</p> <p>A Tenant Fayre was held in July 2009 and August 2010, the latter jointly</p>

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		<p>with our approach to tenant participation</p> <p>3. at least one tenant led inspection per year</p> <p>4. a minimum of two Area forum meetings per year</p> <p>Annual consultation on Rent and Service Charges.</p> <p>Produce Code of Practice on Communication with umbrella groups, tenant organisations, individual tenants</p> <p>Joint assessment of resources required for RTOs and training plan for tenants and RTOs.</p> <p>Tenant Open Day and Forum and minimum of 2 Tenant Bulletins published per year.</p> <p>Quarterly meetings between Director, Management Team and DFTA.</p> <p>Set up of Senior Staff/ Tenants' Reps monitoring Group.</p> <p>Review of Strategy.</p>	<p>Annually in September and January.</p> <p>Annually every November.</p> <p>Annually.</p> <p>Annually every June and November</p> <p>Quarterly</p> <p>June 2009</p> <p>March 2011</p>	<ul style="list-style-type: none"> - Tenant Conferences - Bulletins - Newsletters - Tenant Led Inspection 	<p>with Housing Associations.</p> <p>A tenants meeting on rent consultation was held During November and December 2010. Outcomes of the latest rent consultation were reported to committee in January 2011.</p> <p>A Code of practice for communication with umbrella groups was completed in 2009 and it has been agreed with the Tenant Participation Strategy Monitoring Group that all codes of practice will be incorporated into the Tenant Participation Strategy at its review in 2011.</p> <p>Assessment of resources for RTO's was completed as part of rent consultation in 2010. This will be reviewed for 2011/12</p> <p>A Consultation strategy has been reviewed. Associated with this, a tenant's training plan has been drafted and is being consulted upon The final version will be published in June 2011.</p> <p>A review of the strategy will commence with a pilot of the Scottish Housing Best Value Network's Self Assessment Model for Tenant Participation and Peer Review. This review commenced in April and is expected to be completed in September 2011.</p>
139	7.21 Complaints system good but examples of where there were poor responses to complaints, and offered little information or assistance to help address the concerns of the complainants.	<p>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>Provide a robust complaints system:</p> <ul style="list-style-type: none"> • Develop guidelines for responding to complaints 	<p>2008/9 Review to be completed in June 2009.</p> <p>Exercise to be done annually thereafter</p>	<p>Outcomes published.</p> <p>Complaints guidelines.</p> <p>Annual analysis.</p>	<p>Improvements have been made to the corporate complaints system which allows for better analysis. The system includes online guidance and help. Complaints which proceed to stage 2 (where the complainer is unhappy with the response to their initial complaint) are recorded in the performance management framework.</p> <p>Audits of complaints are now completed monthly. Additional training for team leaders and supervisors has been arranged for May 2011.</p>

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		<ul style="list-style-type: none"> Carry out annual analysis of responses to complaints 			
144	7.25 Weaknesses in SHQS Delivery plan and repair/investment programmes don't demonstrate value for money.	<p>Review our SHQS Delivery Plan. Review will;</p> <ul style="list-style-type: none"> Demonstrate value for money A clear, measurable indicator (option appraisal and risk assessment). Risk assessment/option appraisal to plan for contingencies. <p>We will work with ASD to review the procurement policy and implement evaluation mechanisms to demonstrate value for money.</p> <p>The Finance and Corporate Services Manager will devise appropriate mechanisms across the Department to test VFM and drive efficiencies.</p> <p>Establish benchmarking with peers, arrangements in place, target to be higher than average cost for procurement than comparable LA's, RSL's</p>	<p>June 2009 and ongoing</p> <p>June 2009 and ongoing</p> <p>Jan 2010 and ongoing</p> <p>March 2009</p>	<p>Procurement policy and procedures / partnering framework procedures applied in all contract procurement</p> <p>Clear audit trails maintained, transparency demonstrated.</p> <p>Risk assessment updated</p> <p>Ongoing evaluation of procurement decisions.</p> <p>Improvement in specifications for same costs i.e. better quality fitments through supply chain partnering, reduction in defects and costs in attending to these and reduction in contract time from inception to completion and increases in customer satisfaction measures established by Partnering Board by November 2009.</p>	<p>A review of the SHQS standard delivery plan has been completed, reported to Committee and approved in August 2010. The SHQS Project Board meets quarterly and a risk management matrix has been developed.</p> <p>A new procurement policy was approved in June 2009. The policy outlines the partnering arrangements used by the Council, market testing and value for money arrangements. Records are maintained for capital contract allocations. Further work is currently being finalised on developing unit rates. There are difficulties in obtaining appropriate bench marking information and the Department is continually seeking to improve the information it can obtain for this purpose through benchmarking clubs and from other relevant organisations.</p> <p>The Department seeks through the processes above and through annual budget and rent increase setting to drive efficiencies through the Department by focusing on reviewing costs in line with service delivery priorities.</p> <p>Completion estimated Aug 2011, although the job of ensuring Value for money will be on going.</p>
146	7.27 Generally poor service outcomes and variable levels of satisfaction. No clearly articulated VFM or efficiencies strategy for the housing service.	<p>Improvements in service outcomes are planned by the actions outlined within the improvement plan and Department Service Plans.</p> <p>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.</p>	<p>April 2010</p> <p>April 2010</p>	<p>VFM/Efficiency measures in developed and in place</p>	<p>Service Plans and Unit Plans have been completed. Actions and Performance indicators are reported monthly or quarterly. Service Improvement Teams have been developed to review specific services/operations in the housing team.</p> <p>Value for Money and Efficiencies Groups have been set up for SHQS programme focusing on unit rates and market testing. Benchmarking work is also underway and includes services provided by architects.</p> <p>Value for money strategy will be completed by May 2011.</p>

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148	7.31 Council cannot demonstrate a focus on VFM in procurement for repairs or investment.	<p>Explore benefits of developing further supply chain partnering such as the partnership in place with Worcester Bosch and Valliant for gas Central Heating boilers. This drives down costs, increases standards and reduces maintenance costs.</p> <p>Continue to work within the Procurement policy and Partnering framework to ensure continuity of workflow links to stable and/or reducing costs linked to market testing.</p> <p>Develop a Value for Money and Efficiencies Strategy</p> <p>Build the Strategy into the Department's Service Planning Framework.</p>	<p>By November 2009</p> <p>Kitchen and Bathroom suppliers identified by November 2010</p> <p>Ongoing through partnership and tendering processes April 2009 and ongoing</p> <p>April 2010</p>	A working group to be set up to investigate the scope and outputs of such a strategy.	<p>Supply chain partnerships are in place with Worcester Bosch and Valliant for gas central heating boilers and further supply chain partnerships now put in place for kitchens to ensure quality and value for money.</p> <p>Partnering arrangements and market testing are in place to ensure that value for money is obtained in delivering the capital programme. The Department will continually review procurement processes to drive best value</p> <p>A review of Kitchen and boiler supply chains by will be completed by May 2011</p> <p>Value for money strategy will be completed by May 2011</p>
149	7.31 Council cannot demonstrate a focus on VFM in procurement for repairs or investment.	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.	April 2010	Value for money and efficiency strategy.	Service improvement teams have been set up to look at key areas part of this includes value for money. Housing Investment Unit has been completing work on unit rates, marketing testing and benchmarking to establish VFM. Repairs partnership performance report has been reviewed and is going to include target and benchmarking information. Value for money strategy will be completed by May 2011.

Note: LPT - Letting Project Team
 HDMT - Housing Department Management Team
 BVRG - Best Value Review Group
 CHR - Common Housing Register
 DCS - Dundee Contract Services
 RTO - Registered Tenants Organisation
 SHBVN - Scottish Housing Best Value Network
 SHQS - Scottish Housing Quality Standard
 VFM - Value for Money