

REPORT TO: HOUSING COMMITTEE - 12 SEPTEMBER 2011

REPORT ON: HOUSING DEPARTMENT IMPROVEMENT PLAN -  
PROGRESS REPORT

REPORT BY: DIRECTOR OF HOUSING

REPORT No: 421-2011

**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 July 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 July 2011. Eleven items have been completed since the last update to the Best Value Review Group in May 2011, bringing the number of items completed to 128. These items are highlighted in pale grey shading within the matrix.

- 4.2. A summary of items completed since the last report follows:

- Items 25 and 114 Nominations and Section 5 Referrals - A quarterly report of nomination/section 5 referral performance has been in place since April 2011. At the recent quarterly meeting with Housing Associations in June 2011, the most up to date performance was discussed and a number of issues were raised. As a result further training has been carried out with two RSL's and a further three training sessions are in the process of being organised.
- Item 37 Housing Benefit checks in Arrears Cases - Links between the Rent Recovery and Welfare Rights I.T. systems have now been implemented, with referrals being made at Court Enrolment. Welfare Rights update training has been planned for all District Office and Homeless Unit staff.

- Item 40 Void Turnaround times. The Voids Review Group has completed its work, staff training has been delivered and a new procedure completed. Void performance is now improving.
- Item 56 Cyclical Maintenance Programme Priority. - The review group has approved an action plan commencing implementation in 2012. This has created super developments of approximately 1250 properties each, which take advantage of economies of scale to concentrate staff resources. The cyclical maintenance timetable has reduced the overall cycle of maintenance and established differential cycles of work to concentrate efforts on items that need more frequent maintenance.
- Item 80 Alternative Contractor Options for the Procurement of Maintenance Services - All evidence available for this item such as the Committee Report on renewal of the Partnership has been provided.
- Item 83 Repair Abortive Calls and Variations - 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. 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. 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 began at the end of May 2011.
- Item 86 Contractor and Partner Procurement. There are audit trails and contract justifications in place to ensure transparency in work allocation. Option appraisal mechanisms have been developed and implemented. A review of the partnering framework for heating, kitchen and bathroom projects is currently being tendered through the Public Sector Contracts for Scotland portal. This is due for award in Autumn 2011 for a 3 year contract. Market testing or tendering is in place for the balance of the programme. The unit rate approach will effectively be superseded by new partnering arrangement.
- Items 110 and 112 Monitoring Temporary Accommodation - Our computer system shows voluntary sector accommodation on the system, to comply with HL2 requirements. The new temporary accommodation monitoring screen covers both information on the level and use of temporary accommodation. It also addresses the requirement for comprehensive and robust monitoring of temporary accommodation.
- Item 137 Approach to Tenant Participation. A Senior Staff/Tenants' Representatives monitoring Group for the Tenant Participation strategy was set up in 2010, has met quarterly and agreed actions to address issues raised from tenant surveys. Tenant led inspections in Relets, Advice and Information and in Estate Management have been completed. Tenants representatives have agreed a programme of inspections for 2011/12. A Consultation strategy has been reviewed, associated with this, a tenant's training plan has been published in June 2011. The Council is currently carrying out 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 targeted for completion in October 2011.

4.3. In addition, a further 10 items on the Improvement Plan are being worked on and are on schedule to be completed by the end of August, these include items being reported on to the Best Value Review Group on the 25th August. These include the following:

- Item 47 Asset Management Strategy - A draft of the Consolidated Asset Management Strategy has been completed in August and was reported to the BVRG.
- Item 74 Right to Repair - Weekly reports are produced showing qualifying repairs that have missed their target timescales and compensation paid to tenants. Refresher training has been delivered to the staff.
- Item 76 Right to Repair (Receipts) - Receipts are now being issued for qualifying repairs. The new system is being monitored to ensure it is operating satisfactorily.
- Item 96 Tenancy Sustainability - A presentation was made to the August meeting of the Best Value Review Group.
- Items 101 and 132 Homelessness Statistics - the majority of the I.T work is complete and auditing of the processes is being undertaken.
- Item 144 SHQS Value for Money - Item 86 above refers, also a presentation was made on value for money to the August meeting of the Best Value Review Group.
- Item 146 Value for Money Strategy - As above.
- Items 148 and 149 Value for Money - A presentation was made to the August meeting of the Best Value Review Group.

4.4. There are a further 11 items that will still remain to be completed after the end of August. Work will continue on these items up to and in a small number of cases beyond the forthcoming SHR Inspection visit.

- Item 6 Common Housing Register - Subject to negotiations with local RSLs.
- Item 36 Arrears Processes - manual systems are in place with further IT development work to be undertaken.
- Item 38 IT Based Referrals to Welfare Rights and Housing Support - systems have been developed and are being embedded.
- Item 52 Cloning of Stock Condition Information - the system is constantly being updated with contract completions. The employment of a stock condition surveyor is being considered.
- Item 69 Introduction of a Repairs Appointments System - A report to Repairs Management Board will be made in September. Necessary IT specifications will need to be developed and implemented thereafter.
- Item 82 Increasing proportions of response repairs as emergencies - A report will be considered by the Repairs Management Board in September.
- Item 94 Evaluation of Homeless Partnership Projects - Evaluation Report targeted by October 2011.
- Item 99 Referrals of tenants at risk of eviction to Homeless Service - IT development required.

- Item 117 Failure to Drive Improvements - the Department has adopted lean service reviews, tenant led inspections and has introduced service improvement teams as mechanisms for driving service improvements and these are ongoing.
- Item 134 Monitoring Service Standards - Service Standards have been reviewed and a monitoring report is targeted for September 2011.
- Item 139 Complaints - A combined audit of complaints and reinforcement and complaint handling good practice is being continued until improvement is maintained.

5. **CONSULTATIONS**

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

6. **POLICY IMPLICATIONS**

- 6.1. 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.

7. **BACKGROUND PAPERS**

- 7.1. None.

**ELAINE ZWIRLEIN**  
**DIRECTOR OF HOUSING**

**SEPTEMBER 2011**

APPENDIX 1

	What the SHR said	Key Actions/ Milestones	Timescale	Key Outputs/Evidence	Update
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"> <li>Road test the design wording of the Common Housing application form with tenants/tenants groups/ RSLs and other interested parties.</li> <li>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.</li> <li>Develop Performance reports.</li> <li>Deliver training to housing dept staff and RSLs staff for prospects advice, nominations and section 5 referrals.</li> </ul>	<p>Complete June 2009</p> <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 agreed common application form.</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>	<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. A report to Dundee Common Housing Group in March 2011 explored cost sharing, service level agreements and management arrangements.</p> <p>Hillcrest Housing Association have agreed to pilot a CHR. The other Housing association are interested in awaiting findings and outcome of pilot prior to committing to a CHR. Discussions are ongoing with Hillcrest to establish any policy changes required by either party and to specify any I.C.T work requirements.</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"> <li>revise the nomination procedures</li> <li>agree procedure with HA's</li> <li>collect comprehensive data on</li> </ul>	<p>November 2008</p> <p>August 2009 and</p>	<p>Revised procedures.</p> <p>Report to BVRG</p> <p>Report to Best Value Review Group and</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 has a target number of lets for section 5 referrals. 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</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

		<p>nominations</p> <ul style="list-style-type: none"> <li>report nomination outcomes</li> <li>renegotiate section 5 and nomination targets with HA's .</li> </ul>	<p>quarterly.</p> <p>In place by December 2009</p>	<p>HDMT.</p> <p>Nomination/Section 5 agreements with HA's.</p>	<p>referrals were 52%.</p> <p>In 2009/10, 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>Figures for the period 2010/11 indicate that housing associations let 166 houses to nominees and 91 to Section 5 Referrals, 257 in total.</p> <p>A quarterly report of nomination/s5 performance has been in place since April 2011 and at the last quarterly meeting with Housing Associations in June 2011 the most up to date performance was discussed a number of issues was raised. As a result further training has been carried out with two RSLs and three are in the process of being organised.</p> <p>Early signs are showing an improvement in performance.</p> <p>Completed</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>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</p>	<p>November 2008</p> <p>Annual refresher July 2009 November 2008</p> <p>Report May 2009</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>Report to HDMT</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>Reminders are generated after 2 weeks of non payment resulting in attempts to contact the tenant by the RRC; manual referrals are now made to Housing Support at NOP stage and to Homeless Services at Court stage. Welfare Rights referrals are automated and made at court enrolment stage at present-once the new referral process is evaluated the potential for bringing forward the referral point can be considered.</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 arrears in 2009/10) has been profiled and has given us a starting point on which to build.</p> <p>This manual referral system is being computerised Work on the I.T. system is almost finished. Work on referrals to Welfare Rights is complete and up and running.</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

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> <p>Integration of the Rent Recovery and Welfare Rights I.T. systems has now been implemented from July 2011 with referrals being made at Court Enrolment.</p> <p>Welfare Rights Update has been planned for all District Office and Homeless Staff.</p> <p>COMPLETE</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.
40	4.55 Lost rents; it took the Council on average 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>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"> <li>- 100 properties looked at over a month to monitor how long from termination to let.</li> </ul>	<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"> <li>• joint training with DCS to improve partnership working</li> <li>• changed responsibilities for relet officers to improve ownership of processes</li> <li>• pre-termination visits</li> <li>• more efficient use of electronic diaries for relet officers.</li> </ul> <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> <p>Complete</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

		<ul style="list-style-type: none"> <li>- If a job is awaiting material but the tenant is able to move in, allow tenant to move in and work completed afterwards.</li> <li>- Obtain as much information as possible at pre termination visit and make tenant aware of what they need to do before they move out.</li> <li>- Fit key boxes to empty properties for easy access to key for contractors.</li> <li>- Investigate the use of 'multi hit squads' to avoid multiple visits.</li> <li>- Applicants can make changes to application over the telephone i.e. to remove an area from their application.</li> <li>- Quality checks of relet cleaning specification has made improvement to standard.</li> <li>- Reintroduce fit to view.</li> </ul>			
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 delivery plan to Scottish Housing Regulator.</p> <p>Develop asset management strategy document.</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>Draft plan produced</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> <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>



Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

					<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> <p>A first draft of the Consolidated Asset management plan will be completed by August 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 was circulated to the SHQS Project board for discussion in May 2011. The Project Board approved proposals for additional stock condition surveys.</p> <p>PSSU will provide short term assistance with sample surveys starting Aug 11. Consideration is being given to employing a surveyor on a fixed term contract to enable survey work and validation of information.</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"> <li>• Look at priorities</li> <li>• Stock info database</li> <li>• Review the operation of cyclical maintenance to highlight critical maintenance items on a shorter cycle</li> <li>• Re-evaluate developments in the City to provide larger contracts and hence improved Value for Money.</li> </ul>	<p>Review completed by March 2010.</p>	<p>ECM programme</p>	<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"> <li>• value for money</li> <li>• quality assurance</li> <li>• differentiation in work cycles</li> <li>• lifecycles</li> <li>• scope of work</li> </ul> <p>The action plan is being reviewed in May 2011 taking cognisance of budget allocations for 2011/12.</p> <p>Additional funding was approved Feb 11. The review group has approved an action plan commencing implementation in 2012. This has created super developments of approximately 1250 properties each, which take advantage of economies of scale to concentrate staff resources. The cyclical maintenance timetable has reduced the overall cycle of maintenance and established differential cycles of work to concentrate efforts on items that need more frequent maintenance. Complete.</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

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. The initial findings of the pilot appear positive.</p> <p>An appointment system in place for gas safety checks and this system is extremely effective.</p> <p>A report into the feasibility of introducing an appointment system for non - urgent responsive repairs was presented to the Repairs Management Board meeting on 23 May 2011. It was agreed, in principle, that it would be feasible to introduce an appointment system. Further work was required, however, on certain aspects of the proposal. The final updated report on the feasibility of introducing an appointment system will be circulated to the Repairs Management Board week commencing 1 August 2011, the Report being considered by the Repairs Management Board in September.</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. weather conditions, where specialist parts are required, under warranty to contractor.</p> <p>Compensation paid to tenants where required.</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>June 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.</p> <p>All necessary I.T. development has been done to enable receipts to be issued for all qualifying repairs under the Right to Repair Scheme. All relevant staff have been trained on the new procedure and, as a result, receipts are now being issued.</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

		<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>August 2009</p> <p>August 2009</p> <p>August 2009</p>		
76	Provide tenants with written confirmation of their rights when reporting qualifying repairs.	As above, receipts to be issued for all qualifying repairs.	<p>Manually August 2009.</p> <p>IT based system by June 2010</p>	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. The staff training has also been completed, enabling receipts to be issued from the start of June 2011.</p> <p>Receipts are now being issued</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> <p>Procurement policy to committee 1st July which will outline the way forward.</p> <p>Developing a procure model fro future partnering.</p> <p>Market testing across range of contracts by tender.</p>	<p>July 2009</p> <p>July 2009</p> <p>December 2009</p> <p>April 2010</p>	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> <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</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

		<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>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>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> <p>Heating Kitchen and Bathrooms - a partnering framework contract has been out for tender through the Public Sector contracts for Scotland portal. This is due for award in Autumn 2011 for a 3 yr contract. Market testing or tendering in place for the balance of the programme. Unit rate will effectively be superseded by new partnering arrangement - the work we were undertaking to identify a unit rate for a Heating Kitchen &amp; Bathroom will be superseded by the outcome of the contract which will establish a new partnering arrangement with the contractors who win the contract. A corporate fee review is underway and benchmarking is underway between Architects and other Local authorities.</p> <p>All evidence available such as the Committee Report on renewal of the Partnership has been provided. Complete.</p>
82	<p>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>	<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 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>	<p>March 2010</p>	<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 has looked 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"> <li>• a review of the Out of Hours Emergency Repairs Service</li> <li>• a review of repairs categories,</li> <li>• work patterns for DCS staff have delivered efficiencies..</li> </ul> <p>Further work will be required and a further report was made to the Repairs Management Board meeting on 23 May 2011.</p> <p>Our current repair category priorities have been developed over many years and throughout this period our tenants have been fully involved. As a result, the repair categories and their priorities have been agreed with our tenants. Since the SHR inspection we have reviewed the Partnership and also carried out the Avante Review. During both reviews we again consulted our tenants and, therefore, there was ample opportunity to reconsider the repair category priorities. There was no request to do so.</p> <p>Also, as part of a wider review of the Out of Hours Emergency Repairs Service, all repair categories were re-examined to ensure they were still appropriate to the current demands on the service. Particular emphasis was placed on the repair types included within the Emergency category. The review concluded that there was no requirement nor necessity to amend any emergency repair classifications. This report was presented</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

					to the Repairs Management Board on 24 January 2011 and was agreed.  A Report will be considered by the Repairs Management Board in September.
83	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>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 began at the end of May 2011.</p> <p>Text messages are now being sent to tenants in advance of their gas safety check appointment. These texts confirm when the gas engineer is to call to carry out the safety check.</p>
86	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>Procurement cluster as part of partnering framework will look at.</p> <ul style="list-style-type: none"> <li>• Procurement policy</li> <li>• Audit trails</li> <li>• Transparency</li> <li>• Option appraisals to Committee</li> <li>• Pilot new selection process.</li> </ul> <p>Develop a system of unit rates linked to capital works to ensure best value and predictability for forward planning.</p>	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> <p>A review of the Partnering framework for heating, kitchen and bathroom projects is currently being tendered through the Public Sector contracts for Scotland portal. This is due for award in Autumn 2011 for a 3 yr contract. Market testing or tendering is in place for the balance of the programme. The unit rate approach will effectively be superseded by new partnering arrangement. A corporate fee review is underway and benchmarking is underway between Architects and other Local authorities.</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

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 Autumn 2011. This will then be fed into the revised Local Housing Strategy (which will incorporate a revised Homeless Strategy and Housing Support strategy).  Supporting People Service Reviews evaluate many of these partners against their contracts for providing support. These reviews are reported to the Supporting People Management Team (Social Work, Housing and Finance).
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.	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 scheduled for completion in August 2011.
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.	Referral processes are to be reviewed and training delivered to area office staff and housing association partners.  Manual referral - RRC Supervisor.  Mandatory IT system referral.  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.	November 2009  November 2008  July 2009  Prevention Team in place July 2009. Referral system to be agreed and in place August 2009.	Referral System in place.	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 homelessness Prevention Team Leader by the RRC Supervisor. The system to be computerised as part of RRC ongoing IT development.  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.  A manual referral process between Rent Recovery and Homeless Services is now in place and it remains our intention to automate referrals based on the new IT process recently introduced for Welfare Rights referrals.
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	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	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.  Distinctions drawn between those assessed as 'homeless' and those assessed as 'threatened with homelessness' have now been addressed

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

	council's patterns of assessment decisions are distinctly different to national figures.				through staff guidance and training.  I.T work is scheduled for completion in August 2011
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.  Until further IT development time arranged, existing IT will be used to record temporary accommodation placement.  Negotiations with temporary accommodation providers to use the IT system will be completed	April 2010 subject to IT time.          October 2009	Accurate records of temporary accommodation placements and improved monitoring to assess demand for all forms of temporary accommodation.	Our computer system shows voluntary sector accommodation on the system, to comply with HL2 requirements.  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  The new temporary accommodation monitoring screen covers both information on the level and use of temporary accommodation. It also addresses the requirement for comprehensive and robust monitoring of temporary accommodation.  I.T work is expected to be complete by August 2011  Complete
112	6.41 Lack of comprehensive and robust monitoring of temporary accommodation is a major weakness.	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.	June 2010	Quarterly monitor and annual report to HDMT and Homeless Co-ordinating Group.	Our computer system shows voluntary sector accommodation on the system, to comply with HL2 requirements.  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  The new temporary accommodation monitoring screen covers both information on the level and use of temporary accommodation. It also addresses the requirement for comprehensive and robust monitoring of temporary accommodation.  I.T work is expected to be complete by August 2011  Complete

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

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 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>	<p>April 2010 subject to IT time.</p> <p>March 2010</p>	<p>Agreed system for nominations and S5 referrals in place at Letting Centre. Quarterly reports in place through performance management framework.</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 has a target number of lets for section 5 referrals. 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, 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>Figures for the period 2010/11 indicate that housing associations let 166 houses to nominees and 91 to Section 5 Referrals, 257 in total.</p> <p>A quarterly report of nomination/s5 performance has been in place since April 2011 and at the last quarterly meeting with Housing Associations in June 2011 the most up to date performance was discussed a number of issues was raised. As a result further training has been carried out with two RSLs and three are in the process of being organised.</p> <p>Early signs are showing an improvement in performance.</p> <p>Completed</p>
117	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	<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</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>



Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

	saw a real disconnect between its strategic improvement work and its operational work.	<p>commenced for:</p> <ul style="list-style-type: none"> <li>• Right to Buy</li> <li>• Kitchen and Bathroom Programme</li> <li>• Void Management</li> </ul>	<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 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> <p>A PSIF exercise with DCS is scheduled to be carried out in the Autumn. The exercise is scheduled to run from 13th Sept to 5th October.</p>
132	7.8 We found it difficult to get accurate performance information from the Council and we were often given contradictory information.	<p>Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for:</p> <p>Homeless System</p>	<p>Proposals to be submitted December 2009</p>	<p>Accurate up to date information.</p>	<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 in August 2011</p>
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"> <li>• Review existing standards</li> <li>• Develop new SMART standards</li> <li>• Set up system to report performance of standards</li> </ul>	<p>Commencing December 2009, Completion in April 2010</p>	<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 September 2011. Implementation of service standards is being measured and monitored through customer satisfaction surveys and other indicators within the department's performance framework. A report on performance against the revised standards will be issued in September 2011.</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"> <li>1. A consultation Strategy which</li> </ol>	<p>Tenant Participation Strategy to be implemented from 1st April 2009.</p>	<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</p>	<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>Tenant led inspections in ReletsAdvice and Information and in estate management have been completed. Tenants representatives have</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

		<p>timetables major consultation events</p> <p>2. an annual survey of tenants groups to gauge satisfaction 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>	<p>following:</p> <ul style="list-style-type: none"> <li>- Focus Groups</li> <li>- Surveys, written and telephone</li> <li>- Tenant Forums</li> <li>- Tenant Conferences</li> <li>- Bulletins</li> <li>- Newsletters</li> <li>- Tenant Led Inspection</li> </ul>	<p>agreed a programme of inspections for 2011/12</p> <p>A Tenant Fayre was held in July 2009 and August 2010, the latter jointly 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 was 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 October 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"> <li>• Develop guidelines for responding to complaints</li> <li>• Carry out annual analysis of</li> </ul>	<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 delivered in May 2011 with a follow up in August 2011.</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

		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"> <li>- Demonstrate value for money</li> <li>- A clear, measurable indicator (option appraisal and risk assessment).</li> <li>- Risk assessment/option appraisal to plan for contingencies.</li> </ul> <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> <p>Benchmarking continues to be a problem - We have tried on numerous occasions to establish links with other providers with no success, as well as raising questions on the SHBVN website. Staff will be attending the relevant SHBVN meeting in September and will try to establish some links then.</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 completed and presentation to be given to the Housing Best Value Review Group in August 2011</p>

Dundee City Council - Housing Department Improvement Plan - Update Report to July 2011

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>	<p>A working group to be set up to investigate the scope and outputs of such a strategy.</p>	<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 supplier chain has been completed and a review of the gas boiler supply chain will be completed within the partnership review for 2012/13.</p> <p>Value for money strategy completed and presentation to be given to the Housing Best Value Review Group in August 2011</p> <p>Procurement project is now underway looking at suppliers and using the e-procurement tool for all supplies.</p>
149	7.31 Council cannot demonstrate a focus on VFM in procurement for repairs or investment.	<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>	April 2010	Value for money and efficiency strategy.	<p>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 has been introduced as a continuous process. The procurement policy and annual procurement reports to Housing Committee ensure that value for money is constantly monitored. Repairs partnership performance report has been reviewed and is going to include target and benchmarking information.</p> <p>A Housing Department Value for money strategy has been drafted and will be reported to the BVRG in August 2011.</p>

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