

Getting better all the time

The plan for a quality landlord service from 2011



Wiltshire Council

Landlord services

The New Plan for Improvement

2011

The approach and actions set out in this plan have been developed in partnership with tenants, elected members and staff

April 2011

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You can download a copy of this report from the councils web site www.wiltshire.gov.uk

Information about Wiltshire Council services can be made available on request in other languages including BSL and formats such as large print and audio.

Please contact the council by telephone 0300 456 0100,
by textphone 01225 712500,
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Useful web links:

Annual Report

www.wiltshire.gov.uk/housing-mgt-d35-housing-annual-2009-10-report.pdf

Audit Commission report 2010

www.wiltshire.gov.uk/housing-mgt-d139-services-inpection.pdf

Improvement Plan 2010

www.wiltshire.gov.uk/housing-mgt-d138-wc-landlord-service-improvement-plan.pdf

Web page with links to major landlord policies, strategies and reports

www.wiltshire.gov.uk/counciltaxhousingandbenefits/housing/councilhousesouthwiltshire/housingmanagementpublicationspage.htm

Foreword

Councillor John Brady



During the last year it has been my great pleasure to work alongside John Hinnis and other tenant representatives as part of the Wiltshire Housing Commission, a board set up to take ownership of the improvement plan for the council's landlord service.

The Commission was created as an early response to the Audit Commission's assessment of the service as a poor performer. The Commission which also includes the Chief Executives for Wiltshire Council, Aster and Poole Housing Partnership has been a source of great energy and enthusiasm in supporting housing officers to take forward the many improvements that have occurred, and I am pleased to say that of the 113 actions that made up that plan, 75% have now been completed.

Much of the work we carried out last year laid the foundations for significant improvement we hope to deliver for service outcomes over the coming year and I am confident that the service is in good shape to deliver the outcomes that tenants have asked for.

Amongst the major successes this year has been the tripartite working of the Commission – we have certainly seen the value of tenants and independent experts working with the council to shape the service. We have also seen the value of sharing experiences with other high quality landlords. I am encouraged to believe that this type of working has a good future in Wiltshire and will be a key ingredient in delivering this new Plan for Improvement.

A handwritten signature in black ink, appearing to be 'J. Brady'.

Councillor John Brady
Cabinet member for Economic Development, Planning and Housing

Chair of the Tenants' Panel



As Chair of the Tenants' Panel I am in a strong position to comment on the progress of improvements made by Wiltshire Councils' Housing Management. With George Loggie I play an active role in the Housing Commission and have been working alongside tenants, councillors and senior staff of Wiltshire Council.

Also on the Commission is the Chief Executive of Poole Housing Partnership, Joe Logan, who invited Wiltshire Council staff and tenants to visit his organisation last year. The visit was productive and inspirational. We found that we had some ways of working in common and we also came back to Wiltshire with fresh ideas.

I have personally witnessed how closely tenants and Housing Officers have worked in partnership to achieve targets on the Improvement Plan. As always, I have been impressed with the willingness and empowerment of tenants to get involved in the many new groups created. I can only deduce that this is as a result of ongoing trust and loyalty to a housing department that has served them well over many years.

As a group of tenants we have been involved in the development of the New Improvement Plan and we look forward to its implementation and doing further work with the Housing Commission.

Kind regards

A handwritten signature in black ink that reads "J. Hinnis CHAIRPERSON". The signature is written in a cursive style.

John Hinnis
Chair of Wiltshire Council Tenants Panel

Section 1:

The approach we have taken

Introduction

This paper sets out the context to our new plan for the necessary improvement to deliver a quality landlord service, the action we have taken in shaping the plan and the progress Wiltshire Council has made since the inspection of our housing services in 2010.

This should be read in conjunction with our New Plan for Improvement which is the place where we have set out in detail the actions we are taking to improve the service. This is based not only on the feedback from the inspection but on the work we have carried out with tenants to find out their priorities for the service.

The work we are putting into the New Plan for Improvement and the approach set out here reflects the leadership commitment to deliver improvements; how we will deliver the improvements and how we will work in partnership with tenants to make sure there are clear and deliverable service benefits.

As our annual report demonstrated we are seeking to engage with tenants in an open and honest way and we accept that tenants need to feel and experience the changes we make. Their ongoing feedback will determine whether the improvement plan will be judged a success.

The period since the Audit Commission's inspection has been a year of challenge and exciting developments in the service. We had some important things to get right immediately. We also had to put things in place for the longer term journey to a high quality service, such as researching the makeup and needs of tenants. Tenants, staff and councillors also went in search of good practice and took the time to develop their own ideas and priorities. This ground work and developing knowledge have all helped to shape the New Plan for Improvement.

Context

In 2005 an Options Appraisal of the council's housing stock concluded that the only way of securing sufficient investment in the housing stock to meet tenants' aspirations was to undertake a Large Scale Voluntary Transfer. In 2006 tenants voted against transfer and in order to meet the decent homes standard by 2010 and balance the Housing Revenue

Account (HRA) for as long as possible the council made significant savings and efficiencies. This clearly had an impact on the level of service that has been delivered and in May 2010 the conclusion of an Audit Commission inspection was that Wiltshire Councils landlord service was poor with limited prospects for improvement.

The council has reacted positively to this conclusion and with good prospects of the current restrictive subsidy system coming to an end, has invested resources to increase capacity to address the issues highlighted by the Audit Commission. We recognise that the inspection report findings highlight a service that is not up to the standard we should accept or tenants expect. In fact the council and tenants had aspirations to go beyond the requirements of the audit commission and consequently took the view that we would explore a new model for governance and that we would use the process of developing a new asset management strategy and business plan to confront some of the big investment challenges that lie ahead and through the development of comprehensive prospectus for housing offer tenants real choices around service delivery, standards, investment priorities and governance.

An improvement plan was developed that put in place over 100 actions, some that focused down on specific activities others on the bigger, more strategic. They addressed every recommendation of the inspection and as many actions again that reflected local aspirations. Although the plan was originally intended to carry through to March 2012 we have recently reported to our joint staff, tenant and member Housing Commission Board that good progress has been made to implement the actions in the plan. Three quarters of the actions in the plan have been completed.

In January the Housing Commission Board noted two significant developments: firstly there had been some major developments since the inspection around finance, regulation and changes to tenancies and allocations; secondly a conference in December of Tenants, staff and councillors proposed a series of new developments and changes that they wanted to see built into future change. Consequently the Board took the view that the Council would need to develop a New Plan for Improvement that would still retain some of the ambitious goals for governance and high quality performance but set those in a new context.

With the guidance of the Tenant Services Authority, the social housing regulator, we want to ensure that our New Plan for Improvement provides assurance that we meet the regulatory standards set by the TSA but also that we are very clear about what our actions will bring in terms of the tangible benefits for our tenants.

The housing management team are ambitious for the future of the service and are currently working with the Chartered Institute of Housing to develop new approaches to putting tenants at the heart of how we assess our performance and work in a co regulatory way. We continue to learn from best practice and are keen to move forward with implementing this where appropriate.

This revised Plan for Improvement incorporates the remaining actions from the initial plan but focuses much more clearly on providing assurance that we are complying with the regulatory standards and also that what we plan to do has been agreed with tenants with clear outcomes for them as a result. We recognise the importance to tenants that we focus on our arrangements for involving them and prepare now for the new arrangements for consumer or service regulation. Also highlighted as a priority by tenants, staff and members

is that we manage the transition to self financing for the service and the risks and opportunities this will bring. The changes to social housing proposed in the Localism Bill are also an issue that we will work through with tenants.

The plan will reflect our ambitions and our understanding of tenants' views at this point in time but will continually evolve and be updated particularly following some of the major consultation exercises included in the New Plan for Improvement around self financing and the prospectus for council housing.

As well as ensuring that we meet the TSA regulatory standards we need to agree a revised "local offer" with tenants. Local offers represent a new way of tailoring the services of social housing providers based on what tenants in a local area want. Wiltshire Council has drawn up a set of local standards in consultation with the tenants, and with our Tenants Panel we have agreed that our local offer will be based around these. Our aim however is to continually review the local offer, learning from best practice elsewhere and working with our tenants to ensure that it is a true reflection of their priorities and can be monitored by them

Our Mission Statement

Working together with Wiltshire Council tenants we will provide a Decent Home to all our tenants and will continually aim to improve housing services.

Specifically our objectives are

- Provide customer-focused, high quality services to our residents.
- Maintain the 'Decent Homes' standard across the housing stock.
- Provide energy-efficient, comfortable homes that residents are proud to live in.
- Ensure all targets agreed with the Council are achieved.
- Support and contribute to the Council's strategic priorities.
- Ensure effective communication and consultation using plain English.
- Make services available and easily accessible to all in the local community, including 'hard to reach' groups.
- Work with and involve residents to provide excellence in service delivery.
- Maximise choice and value for money for residents.
- Empower and encourage residents to participate in and shape the services they receive.
- Consult on and publish clear and measurable standards for all service areas.
- Recognise the central role of our staff in delivering services.
- Enable a motivated and focused staff through empowerment, team building, training and effective appraisal.
- Provide innovative, flexible and responsive housing management and maintenance services.
- Work with all our partners to provide best value, quality solutions and continuous improvement across all services.
- Be an outward-looking, learning organisation at the forefront of innovation and development in the housing sector.
- Use complaints and customer feedback positively to learn and improve services.

Section 2:

Wiltshire Council's compliance with the TSA Standards

In this section we have listed our achievements to date since the Audit Commission Report, other features of our service which we feel meet with the TSA standards and our priorities for the New Plan for Improvement to ensure full compliance.

The focus of both the old and the new plans has always been delivery of actions that make a high impact on tenants and which ensure that we meet regulatory standards. There are 5 regulatory standards which apply to local authorities and our priorities for action are set out against each of these. The sixth regulatory standard has been framed to apply to housing associations, however we feel that in the emerging self financing world there are elements of the sixth standard that are now relevant to local authority landlords and so we have also framed part of the New Plan for Improvement to respond to some aspects of the sixth standard.

This plan provides an update to the information set out in our annual report.

Achievements, compliance and priorities are listed below under each relevant TSA standard.

1. Tenant involvement and empowerment standard - customer care, complaints, diversity and tenant involvement

Achievements and compliance to date:

1.1 Customer service and choice

- Face-to-face at Milford Street Customer Services, Salisbury
- Home visits
- Phone numbers published in tenant magazine
- Internet with free access at Libraries
- Browse-a-loud: software that reads website content to you
- Publications in brail/audio/ large print/ in different languages
- Estate offices at Bemerton Heath and the Friary modernised to DDA compliance standards
- Worked with tenants to produce/review publications including leaflets which are accessible at Milford Street and on the internet. Permanently on display at Milford street are:
 - How to complain – the corporate complaints leaflet
 - Housing Management Service Standards leaflet
 - Homes for Wiltshire/Choice Based lettings application form and information leaflet
 - The Repairs Guide – diagnostic guide on reporting repairs
 - Handyperson leaflet
 - Annual gas servicing fact sheet
 - Help with rent arrears fact sheet
 - Hate crime and harassment leaflet
 - Neighbour nuisance leaflet
 - Moving home fact sheet

1.2 Complaints

- Housing Management follows Wiltshire Council's corporate complaints procedure. An up-to-date leaflet is always available at Milford Street and on-line.
- You said, we did double page spread as a permanent feature in Housing Matters

- Six monthly complaints monitoring report considered by Tenants' Panel

1.3 Involvement and Empowerment

Training already provided to tenants on:

- Performance Indicators x 2
- KLOEs x 2
- Value for Money x 2
- Neighbourhood Voice training
- Rolling programme of basic computer training

Governance arrangements for tenants

- Tenants' Panel
- Sheltered Housing Forum
- Wiltshire Tenants' and Residents' Voice
- Tenant Housing Improvement Steering Group
- Formal tenant representation on Area Boards.

Further opportunities

- Regular invitation to join governance tenant groups in tenant magazine
- Six month Task and Finish tenant working group to make recommendations for the reactive repairs service, including development of new service standards
- Mystery Shopping
- Mental Health self-help group with primary focus on developing self-confidence and social skills
- KPIs and ASB reports delivered and discussed at every Tenant Panel meeting. Recommendations for presentation of KPIs were put forward by the Task and Finish tenant group for reactive repairs
- Results of consultations published in the Annual Report and Housing Matters
- Monthly estate inspections in partnership with tenants, housing officers , councillors and police
- Housing Matters magazine editorial group and tenant interviewers
- We now have tenant profiles for 63% of our tenants
- Tenant satisfaction surveys

To achieve fuller compliance we will:

- 1.1 Carry out equality impact assessments for all tenant participation activities. Tenants have been trained in working on Equality Impact Assessments and we have used these skills in assessing many of our policies
- 1.2 We will collect profile information for at least 95% of our tenants.
- 1.3 Collaborate with tenants and the Housing Commission to produce a revised local offer that will include:
 - the types of services provided
 - the service standards
 - governance
 - investment
- 1.4 We will provide independent advisors to support tenant representatives in shaping the local offer. We will ensure that the offer is placed in every household and that each tenant has the opportunity to comment, express preferences and propose changes. Once approved by tenants the offer will become the Best Deal for Council Housing, an agreement between tenants and landlord that can be reported on and scrutinised by tenants on a formally agreed regular basis.
- 1.5 We will research and implement best practice for successful tenant involvement. Through learning from and working in partnership with tenants and other landlords we will incrementally work towards 80% tenant satisfaction for opportunities for involvement while still achieving excellent value for money by April 2012. Our tenants will tell us how best to involve them at governance and grass roots levels.
- 1.6 We have joined a collaborative working project involving Aster, GreenSquare and Synergy. This will be key to developing our approach to tenant scrutiny. GreenSquare have considerable experience in this area and tenants, staff and councillors will be engaging with GreenSquare to help develop our approach to scrutiny.
- 1.7 We will work with tenants and the Chartered Institute of Housing to develop tenant inspectors and share the mystery shopping/inspector skills with our local partner landlords.

- 1.8** We will develop and agree performance measures based on overcoming barriers that lead to low engagement with tenants and agree processes to measure their effectiveness
- 1.9** We will review with tenants the Tenant Compact to take account of TSA standards and New Plan for Improvement actions
- 1.10** We will carry out a programme of specialist training around specific aspects of Equalities and Diversity e.g. Gypsies and Travellers, disability and focus on specific staff alongside the more generic E& D training all staff receive.
- 1.11** We will provide high quality and ongoing training to facilitate resident involvement which is developed with service users
- 1.12** We will promote sustainable communities

2. Home standard – quality of accommodation, repairs and maintenance

Achievements and compliance to date:

2.1 Quality of Accommodation

- Decent Homes Standard was achieved by December 2010
- Ongoing planned maintenance programme to maximise the works done under Decent Homes Standard
- We have improved the service to new tenants by visiting them in their homes to provide information to assist with such things as:
 - how to deal with the mains tripping out
 - knowing where the stop tap is
 - how to operate the central heating system. This will release pressure on the repairs department therefore providing value for money
- Six month Task and Finish tenant group to make recommendations for the Repairs Service, which included:
 - Service Standards
 - Landlord vs Tenant responsibilities
 - Priority times and categories

2.2 Reactive repairs

- Appointments made and kept 97%
- Jobs completed 'Right First Time' 88.16%
- Repairs Handbook sent to all tenants for self-diagnosis
- Handyperson Service
- Additional training provided to the Repairs Administrators who have the ability to adapt the service to suit vulnerable tenants
- Tenant profile flagging on repairs IT system to assist repairs administrators to understand an individual callers needs

2.3 Health and Safety of tenants in their homes

- Asbestos strategy
- Fire safety survey
- Legionella survey
- Asset Management survey
- Newly appointed Health and Safety Advisor

To achieve fuller compliance we will:

- 2.1** In consultation with tenants offer a cleaning and maintenance service subject to a service charge for all homes linked to a communal area. The new charges will be introduced on 1 April 2012.
- 2.2** Complete the lean systems review of the responsive repairs service that is currently underway.
- 2.3** Throughout the 30 year Business Plan ensure the maintenance of all homes, as a minimum, at the level of the decent homes standard.
- 2.4** Raise tenant awareness of central government energy efficiency initiatives and sources of funding. We will continue to assess our stock and research best practice for improving the efficiency of our properties while maintaining value for money. Large scale capital investment will be highlighted as part of the Asset Management Strategy and evaluated as part of the option appraisal and consulted on in the development of the Business Plan and long term investment strategy.
- 2.5** We will conduct a strategic review of sheltered accommodation. This will also be carried out as part of the asset management strategy. We will create virtual extra care pilot projects with a view to developing a system that best benefits sheltered housing tenants.
- 2.6** We will offer sheltered housing tenants the opportunity to have a garden area for which they can be individually responsible.
- 2.7** Complete the programme to provide new homes to tenants to Code level 4
- 2.8** Review and improve the delivery system of aids and adaptations to maximise benefit to tenants within the limited resources available

3. Tenancy standard – allocations, rent and tenure

Achievements and compliance to date:

3.1 Choice Based Lettings (CBL)

- In place for two years
- Recently audited and found to be fair and transparent
- Published policy which is available in plain English with pictures
- Banding policy in place for different needs including over/under occupancy

3.2 Rents

- Comply with objective and framework set out in the Government's Direction to the TSA
- Rent arrears reduced from 2.35% in 2009/10 to 2.06% in 2010/11

3.3 Tenure

- 12 month introductory tenancy followed by secure tenancy upon compliance with tenancy agreement
- New sign up procedure and post tenancy support visit to sustain tenancies and maximise income.

3.4 Partnership working

- In-house Housing Options department to deal with potential homelessness of tenants in debt
- Working with other organisations such as Community 4 to provide support services to our tenants in need
- In house Mental Health Support Worker linking with Community Mental Health Team
- Anti-social Behaviour Reduction Officer working in Housing to achieve sustainable communities

3.5 Submit all our CORE forms on each new letting and return them to central government for analysis

To achieve fuller compliance we will:

- 3.1** We will consult with tenants and applicants about the new flexibilities that are to be provided, in particular on making more internal transfers available, introducing flexible tenancies and the possibility that the housing waiting list might be limited to only those in housing need.
- 3.2** Achieve top quartile performance for rent collection.
- 3.3** Improve access for rent payments by introducing a mobile chip and pin facility and encouraging direct debit payments
- 3.4** Provide improved debt advice through the appointment of a Welfare Benefit/Debt Advisor

4. Neighbourhood and community standard – managing neighbourhoods, anti social behaviour and local area co operation

Achievements and compliance to date:

4.1 Neighbourhood Management

- Regular risk assessment inspections of all communal areas
- Cleaning communal areas
 - Cleaning service provided to our two biggest estates at the Friary and Bemerton Heath
 - Tenant consultation – tenants have expressed a wish for a cleaning service to all blocks of flats with further consultation required on how the costs should be allocated
- Program of estate inspections established including tenants, leaseholders, housing officers, Anti-social Behaviour Reduction Officer, Councillors, Police and Parish Representatives. Program advertised six months in advance in every edition of Housing Matters and involved tenants invited to inspections in their area.
- Friary Pilot Project
 - Renovation of games area
 - Provision of recycling bins for all properties on the estate
 - Monthly estate inspections with tenants and housing officers
 - Resident association established
 - Improved co-ordination of council services to estate such as grounds maintenance and street sweeping

4.2 Anti-social behaviour

- ASB Panel including representatives from
 - Probation
 - Social services
 - Youth service
 - Police
- Multi-agency meetings at the Bemerton Heath Centre
- Partnership with Salisbury City Council at the Bemerton Heath Residents' Association with regular features on their works in the tenant magazine

- Signed up to Government Respect Standard
- Regular ASB report to the Tenants' Panel giving KPIs
- All new ASB cases are screened immediately, if urgent dealt with within 24 hours, if non urgent dealt with within five days

To achieve fuller compliance we will:

- 4.1** We will take positive action to address differences in staff, active tenant and community profiles
- 4.2** Carry out a full review of the effectiveness of ASB policy and procedure
- 4.3** Complete our updated Anti Social Behaviour strategy and continue staff training to ensure our approach to domestic violence, racial harassment and hate crime is robust.
- 4.4** We work with the regional government advisor for Anti Social Behaviour to learn from best practice elsewhere with a first meeting booked for 15 April 2011.
- 4.5** We will evaluate the success of the Friary pilot project and consider extending it to our other estates.
- 4.6** We will research and implement best practice for bringing together communities at grass roots level for the improvement of the neighbourhood
- 4.7** Implement action plan to address differences that have been highlighted between staff profile, active tenant profile and community profile
- 4.8** Develop and implement a programme of intensive management projects to continue on from the Friary one after another
- 4.9** Continue to support the "Help to Live at Home" project for our sheltered housing residents

5. Value for money standard – delivering services efficiently

Achievements and compliance to date

Value for Money secured and tested

- 5.1 Lean review of repairs service
- 5.2 Value for Money Audit (Plan2Do) – top quartile for cost of service with median or better performance
- 5.3 DLO report (Consult CIOH)– low risk, good value for money
- 5.4 Value for Money training provided to staff
- 5.5 Value for Money presentation to Tenants' Panel
- 5.6 Pre-inspections on reactive repairs reduced from 90% to under 10%
- 5.7 Void turnaround time reduced from 43 days to 24.07 days (top quartile)
- 5.8 Implementation of 'Right First Time' policy for responsive repairs
- 5.9 Procurement strategy for future planned and responsive maintenance contracts
- 5.10 Reduction in number of repairs inspectors

To achieve fuller compliance we will:

Plans and priorities for delivery of further value for money improvements

- 5.1 We will review the structure of the housing service to respond to the outcomes of our internal service reviews and external commissioned assessments to best meet tenant priorities and value for money
- 5.2 We will continue with our procurement of a new IT system to support our delivery of a more customer focused service.

- 5.3** We will undertake a process/system review in conjunction with tenants income management
- 5.4** We will develop a strategic approach to garage management.
- 5.5** We will achieve top quartile performance against the indicators set out in the Performance Scoreboard while remaining a low cost service that focuses on improved delivery
- 5.6** We will continue with the procurement strategy for all repairs and maintenance contracts

6. Governance and financial viability standard

Whilst this standard does not strictly apply to local authority landlords we feel that in the new world of self financing it is good for a local authority landlord to be mindful of some of the requirements of this standard. Moving to a self-financing system significantly alters the risk profile in HRA business plans. Risks and how they are managed fundamentally changes from focusing on those associated with unpredictability and political intervention to a wider understanding of those inherent in running a separate business: inflation, interest rates and local responsibility for spending. There must be robust and accountable arrangements in place that will allow local decision making for housing investment whilst ensuring viability in both the short and longer term.

On governance the required outcomes include that registered providers shall ensure effective governance arrangements that deliver their aims, objectives and intended outcomes for tenants and potential tenants in an effective, transparent and accountable manner. Clearly in a local authority there is well defined legislation setting out the arrangements and responsibilities for decision making. Wiltshire Council has a history that includes a beacon role in involving localities in shaping the way services are delivered. The council has been well regarded for the way it has introduced area boards and we are able to now use that experience and ethos to support the development of new governance arrangements for council housing.

We are committed to:

- 6.1** Exploring with tenants the possibility of a future governance arrangement that builds on the successful work of the tripartite Housing Commission Board. In particular we would like to examine the option of councillors involving tenants and external expertise to plan the strategic management of the service.
- 6.2** Developing new and robust arrangements for customer scrutiny. Currently the Tenants Panel has worked on the development of service standards and performance is reported to the panel regularly. We now want to investigate with tenants the significant strengthening of arrangements, including the possibility of a dedicated trained team of tenants with powers to investigate and challenge and commission research and reports.

- 6.3** Putting in place a management structure for the service that is robust and accountable, capable of managing the long term financial risks.
- 6.4** Investigating the most effective way of making high quality financial and business planning expertise available to the service.
- 6.5** Putting in place effective controls and procedures to ensure security of assets and the proper use of public funds.

Further achievements since inspection that have not already been mentioned

- 1.** Recorded 88% tenant satisfaction with the landlord service.
- 2.** Moved the service to new accommodation with good disabled access including upgraded estate offices and the main one stop shop reception.
- 3.** Completed a programme of field trips to good practice landlords involving most staff and a number of tenants and councillors. This fed into a good practice conference at which tenants and staff proposed new ways to improve, feeding into the New Plan for Improvement.
- 4.** Developed 'fast track' arrangements for new tenants who need adaptations to their homes before they can move in.
- 5.** Developed a comprehensive corporate debt policy.
- 6.** Developed a full tenant participation strategy action plan

Section 3:

Capacity for improvement

Turning ambition into reality

When putting together our improvement plan in 2010, we shared a big ambition with our tenants to put right every part of the service that was poor and by April 2012 to be a top performing council landlord. However whilst ambition is a necessary condition for improvement, it is not sufficient. Ambition has to be coupled with the capacity to change and improve. Over the past year we have had a lot of success and much of it has been in laying down the foundations for delivering major improvement in 2011/12, giving ourselves the capacity to deliver future improvement. In addition there have been external changes such as the decision to end the Housing Revenue Account subsidy system, a change that makes getting better that bit more possible.

Self Financing

The introduction of self financing from April 2012 provides the council with an opportunity for the first time since HRA Business planning was introduced, to have a business plan that balances whilst maintaining the Decent Homes Standard. Our work on self financing, supported by expertise from Chartered Institute of Housing consultancy services, indicates that we will have some headroom for investing in the service. We will be consulting with tenants on their priorities for improvements to services. Based on the work we will do to prepare our business plan for the 30 years from April 2012 we will be engaging with tenants on the choices available to us about how we spend our resources in future.

New policies, new systems, new data

We have devoted a lot of time this year to working with tenants to get many of our policies right, we have carried out major reviews of our systems such as voids and repairs, and are continuing with that work in other areas such as income management and anti social behaviour. These changes will start delivering results in 2011/12 in terms of improved performance. Staff, tenants and councillors have exposed themselves to new experiences and new ways of working through field trips to other landlords. We have upgraded our data sets, are developing an effective profile of our tenants, upgrading our stock condition data

and analysing our experience of climate friendly advances. These have all been necessary elements to put in place to understand how we need to develop our customer service, to improve performance and to know how to approach asset management. Finally we have been initiating major procurement projects around maintenance and IT and we expect these to deliver in 2011/12. The need to upgrade our 13 year old IT system was identified early as a precondition of delivering some of features we need to give better customer interfaces and manipulate data better.

Capacity and performance management

Wiltshire Council housing service has set its ambitions with tenants and is realistic about its capacity levels. Self financing does give us the opportunity to move the service forward on a robust business planning approach. We will need to proactively manage future business risks as well as further develop our governance and scrutiny arrangements with tenants at the heart of it.

We are revising our approach to benchmarking and how we assess our performance more generally in light of the new arrangements for regulation and away from external programmes of inspection. As part of this we are having a benchmark launch with HouseMark together with data collection training for key staff. We need to ensure that the organisation measures itself against the best. We have set key performance indicators that reflect our objectives, tenants' priorities and the aspiration to have top quartile performance in our housing services. Whilst we feel this is realistic we recognise it will still be a challenge to achieve in some areas.

Since the inspection a number of good practice visits have taken place and staff fed back at a staff seminar in November 2010 the ideas from those visits they felt should be included in the New Plan for Improvement. This is an important step in reclaiming ownership of the improvement project and developing it from a reactive plan that responded to Audit Commission findings, to a plan that will provide the impetus to continuously improve.

Putting in place the organisational capacity

Almost our first action after delivering the improvement plan last year was to establish the Housing Commission Board tasked with ownership of improvement of the landlord service. The Board includes the Council's Chief Executive officer as well as the Chief Executives of the Aster Group and Poole Housing Partnership. The Commission includes councillors and tenants and we have recently bolstered the external challenge through the involvement of the CIH. Initially the day to day work was led by a steering group of officers from housing and across the council. We then gradually established a project team led by the Director of Housing who took on the role of project manager and joined by staff seconded from the housing management service. Back-filling has taken place to cover staff seconded to the team. We took on an interim advisor to lead on the review of void management and we also

have in place two full time advisors leading on the systems review of repairs as well as seconding two staff into dedicated roles in that project. We now have a Diversity and Equalities officer embedded in the team who has played a key role in delivering training, carrying out EIAs and reviewing policies and information.

Working with our near neighbours

We have benefited from a close relationship with both the Aster Group (RSL) and Poole Housing Partnership (ALMO). Both organisations have engaged through their senior officers and shared experience. The relationship with Poole has developed into a very strong and long term relationship. Their staff have spent a lot of time working with our staff and been able to share approaches and host events that offered much shared learning. Work has also been carried out with Poole jointly around IT procurement. Through Aster we joined a collaborative working partnership that also involves two other Group RSLs operating in Wiltshire and will form a good basis for developing our approach to tenant scrutiny.

Governance and tenant scrutiny

We are working with the Chartered Institute of Housing to look at the future governance and scrutiny arrangements for housing in Wiltshire. This is linked to our approach to tenant involvement and will be developing over the next few months as more detail about new regulatory requirements become clear. We have refocused the improvement plan to highlight the work we will do on our strategy for tenant involvement and development of tenant led scrutiny.

Monitoring the plan

The Housing Commission Board has been set up to take ownership of the plan and the Commission receive regular monthly updates on progress. Additionally there are two councillors on the council's Environment Select Committee (Scrutiny) and they report back verbally on a regular basis and via a formal report every six months. The tenant members of commission report back to the Tenants Panel and there is also a dedicated sub group of that panel the main task is to engage with the Improvement Plan – this is the Tenant Housing Improvement Steering group (THIS). Once items have been completed the task owner advises the THIS group (if it has tenant related outcomes) and provides the necessary evidence to show that it is complete and then the THIS signs it off if they can verify completion. The improvement of the housing landlord service also sits on the councils corporate risk register and it is necessary for the Director of Housing to report regularly on the progress of the plan and any impact on associated risk.

Section 4:

Performance scoreboard

A key aim of our Plan for Improvement is to have a performance on a par with the top performing local authority landlords by April 2012. In order to know whether or not we are on track to achieving that it is necessary to identify a suite of performance indicators that meet the following criteria:

- They are measurable
- There is a reasonably well defined national definition
- There is benchmarking data available for other local authorities and that we are reasonably confident that it includes a range of authorities from poor to excellent
- That the quality benchmarking data will still be there in the future
- The indicators we choose are indicative of performance across the entire span of activities
- The indicators must be relevant to tenants and something that they are interested in
- The indicators must be measures of performance not simply measures of activity.

The measures set out on the next page fit the above criteria and are the measures by which our tenants and partners will be able to judge our success in becoming a top performer.

Performance Score board

Ref	Description	09/10 actual	Latest position	trend	10/11 target	11/12 target	top 25%
PS1	% Decent council homes	98.3%	98.30%	↑ □	100%	100%	tbc
PS2	% of homes with a valid Landlord Gas Safety Record	98.2%	99.8%	↑ □	100%	100%	tbc
PS3	Average SAP rating of housing stock	68.35	68.5	↑ □□	72.8	72.8	72.8
PS4	Tenants with profiling data	2%	64%	↑ □	50%	95%	tbc
PS5	Overall satisfaction of council tenants with the service provided by their landlord	79.62%	88%	↑ □	85%	85%	85%
PS6	Tenant's satisfaction with repairs service	96.49%	96.07%	↔ □	95%	95%	95%
PS7	Tenant's satisfaction with ASB	na	43%	↔ □	95%	95%	95%
PS8	Average % of all repairs completed within time	92.42	96.01%	↔ □	85%	85%	85%
PS9	Average time taken to re-let local authority housing (calendar days)	43.05	24.07	↑ □	34	24	24
PS10	Local Authority rent collection and arrears: rent arrears of current tenants as a proportion of the authority's rent roll	2.35%	2.06%	↑ □	1.72%	1.72%	1.72%
PS11	% satisfaction with opportunities for participation	55.25	52%	↓	71%	80%	71.00%
PS12	Weekly management cost	£10.26	10.41	-	£11	£11	tbc

Section 5: Plan for improvement

The improvement plan has been refocused so that it:

- Addresses underlying areas of weakness;
- Is SMART;
- Is fully resourced and appropriately prioritised;
- Demonstrates compliance with regulatory standards; and
- Has as its focus outcomes to tenants.

Tenant involvement and empowerment standard

Ref	Description	Lead	date	Actions and timescales	How its measured and outcomes for tenants
TE1	Carrying out comprehensive equality impact assessments on major aspects of tenant involvement, report on the findings and identify steps to address any barriers.	Linda Diamond	Oct 11	Equality Impact Assessments completed and a programme of action developed.	EIA and action plan complete by the due date. Intermediate tasks completed in line with agreed action plan. Improved feedback from tenants regarding how we involve them. This will ensure all our tenants can get information and access our services as well as get involved in a way that suits them.
TE2	Continually increasing the profile data we have on our tenants	John Pearce	Mar 12	1. Review our current level of profile data and set a target of at least 95% - May 2011 of all tenancies 2. Give individual staff a target to meet and identify responsibilities for collection of data. – May 2011	Checking that incremental targets have been met each quarter through the overall monitoring of this plan as well as individual performance monitoring Tenants will receive a better service, right first time based on our knowledge of their needs used to inform the service we deliver
TE3	The Commission, with tenants to develop a prospectus for housing. The prospectus should set out service standards with a focus on the local offer we have agreed, the new arrangements for resident scrutiny, options for future investment and planning	Derek Streek	Aug 11	1. Capture and promote our new procedures and approaches as they develop 2. Work with tenants to develop the structure and style of the new prospectus as well as the consultation plan - 30/8/11 3. Agree final contents - 31/10/11	Prospectus complete and agreed with tenants by the due date. Intermediate tasks completed in line with agreed action plan. Improved feedback from tenants that we listen to them and

	future use of assets. Once agreed by tenants and the council the Prospectus will become the Best Deal for Council Housing.			4. Identify how prospectus will be produced – printing/web - 30/8/11 5. Publish and launch prospectus - 15/11/11	involve them. Tenants will be fully involved in the priorities for the service and on choices on spending. They will have clear expectations and understanding of what should be delivered.
TE4	Introduce the Best Deal for Council Housing - This will be a comprehensive programme based around the agreed Prospectus for Wiltshire Homes	Graham Hogg	Mar 2012	1. Following on from the consultation on the prospectus introduce the agreed deal from April 2012 2. Tenants panel and Cabinet to agree deal amending proposals in prospectus based on consultation - Jan 2012 3. Set out a programme for delivery of Best Deal and decide who will own and oversee implementation including how it will fit with the new resident scrutiny arrangements - Feb 2012 4. Commence implementation - Mar 2012 5. Monitor and report back on implementation - Apr 2012	This will be measured through the performance management system and information that goes to residents (all residents and the formal resident scrutiny), staff and members Tenants will be involved in monitoring and measuring performance and ultimately receive a better service, right first time.
TE5	In consultation with tenants develop a programme that endeavours to give as many tenants as possible to get involved and to have an effective and satisfying input into shaping the service. Also take quarterly soundings on satisfaction levels with opportunities for engagement	Ruth Howard	Mar 12	1. review and evaluate current arrangements for getting involved 2. set a target of satisfaction levels above 80% via incremental targets 3. consult with tenants on a range of options for getting involved including new role in scrutiny of the service	This will be monitored through the Housing Commission Board as well as performance management system Monitor quarterly satisfaction levels More tenants will be engaged with us and feel they are being listened to.
TE6	Explore, develop and agree new robust and effective scrutiny arrangements with tenants in partnership with	Carisa Whittal/Nicola Jarvis	Jun 11	1. Commission work to support development of new arrangements – March 2011 (completed) 2. Work with CIH, tenants	The Housing Commission Board will monitor through monthly meetings with a focus on an

	Aster, GreenSquare and Synergy			and members to consider options, look at best practice and the proposed new regulatory arrangements 3. Consult with tenants, linked to work to improve engagement overall to 4. Prepare final recommendations and implementation plan with resources 5. Agree preferred option and actions with tenants, and commission and final approval with Cabinet	increase satisfaction with the way in which we are involving tenants. Tenants will be at the heart of decision making as well as assessing and monitoring the performance of the service. We will deliver an improved service based on enhanced scrutiny arrangements.
TE7	Develop and agree performance measures based on overcoming barriers that lead to low engagement with tenants and agree processes to measure their effectiveness	Linda Diamond	Oct 12	1. Agree measures with tenants following review of current arrangements for resident involvement. 2. Consult and implement measures including how they will be monitored	Through sampling periodically test the groups of tenants affected to see if engagement is improving. More of our tenants will be engaged in the delivery of our service and this will lead to an improved service to them.
TE8	Carry out a programme of specialist training around specific aspects of Equalities and Diversity - e.g. Gypsies and Travellers, Disability and focus on specific staff alongside the more generic E& D training all staff receive.	Linda Diamond	Mar 12	1. Carry out an assessment of training needs. 2. Source the training for staff and agree the content and delivery. 3 Roll out the training 4 Carry out an evaluation of training 5. Consider with tenants whether this training would also be useful to tenants involved in the new arrangements for scrutiny etc	Monitor completion of each stage of this activity within the overall monitoring of the improvement plan, initially through the Housing Commission Board. The service received by tenants will be improved through a greater awareness of staff of E&D issues.
TE9	Working with CIH and the Wiltshire Tenants Voice explore opportunities for a county wide system that allows tenants from one landlord to act as service inspectors or mystery shoppers for another landlord.	Carisa Whittal/Nicola Jarvis	Jun 11	1. Carry out training of Wiltshire tenants 2. Contact partner landlords to explore joint working on this. 3. Roll out a programme of tenant mystery shoppers etc as part of scrutiny arrangements. 4. Promote this approach to highlight successes and	Wiltshire Tenants voice together with Housing Commission Board will monitor the implementation of this against agreed timescales. Service targets and satisfaction levels. If this approach is

				encourage further engagement from tenants.	adopted tenants will receive a better service as a result of improved scrutiny and use of this to change the way it is delivered.
TE 10	Review with tenants the Tenant Compact to take account of TSA standards and Improvement plan actions	Carissa Whittal/Nicola Jarvis	Sept 11	<ol style="list-style-type: none"> 1. With tenants agree how tenants will be involved in review-early May 2. Set out a timetable and plan for review – Late May 3. Recommendations of review to go to Cabinet, Commission and Tenants Panel – Sep 2011. 4. Publish revised compact Sep 2011 	Progress will be measured and monitored by checking actions completed against agreed timetable. The publication of an approved new compact is a clearly evident output and the implementation of the new compact arrangements should lead to greater opportunity for high quality engagement and improved satisfaction with opportunity for involvement
TE 11	Develop and implement a three year programme of high quality and ongoing training to facilitate resident involvement which is developed with service users	Ruth Howard	Mar 2014	<ol style="list-style-type: none"> 1. Identify training needs – June 11; 2. Source and cost provision Aug 11. 3. Identify tenants' individual requirements – Aug 11 4. Develop programme year 1 – Sep 11 5. implement y1 Oct 11 – Mar 12 6. review programme and needs each March 	Needs will be identified initially and on an ongoing basis; Resident Training programme in place for those that wish to participate; service users will have used these opportunities to make a real impact on improving services
TE 12	Promote sustainable communities	Ruth Howard	Mar 12	Demonstrate links between resident involvement and community development	Measure the number of involved tenants in community development activities

Home standard

Ref	Description	Lead	Date	Actions and timescales	How its measured and outcomes for tenants
H1	Develop options for cleaning and maintaining communal areas. Calculate service charges and consult with Tenants centrally and locally on implementation then introduce new services and charges.	Pennie Taylor	Apr 12	<p>1. Report on options to the Tenant Panel – May 11</p> <p>2. Agree preferred option and charges for wider consultation- June 11</p> <p>3. Tenants consulted in groups on options. Jul –Sept 11</p> <p>4. Procure cleaning services Sept11 – Feb 12</p> <p>5. Introduce new services and charges including following appropriate legal and regulatory procedure – April 12</p>	<p>Monitored through the HCB as well as performance management system overall.</p> <p>Measured through tenant satisfaction with the new services and financial targets being met.</p> <p>Tenants should receive a high quality customer focused service that is value for money.</p>
H2	Complete the systems review of repairs and have recommendations ready for consultation with tenants	Andrea Baker	Oct 11	<p>1. Prepare summary and detailed report of review findings including tenant consultation - Sept 11</p> <p>2. Report presented to Housing Commission Board and tenants panel or sub group – Sept 11</p> <p>3. Response made</p>	<p>The Housing Commission board will monitor as well as through maintenance team plan. Impact on relevant KPIs and satisfaction</p>

				to recommendations of review and action plan agreed- Oct 11	levels will be measured. Ultimately tenants should receive a better service, right first time with improved value for money.
H3	Ensure that the business plan reflects the need to maintain at least the decent homes standard throughout the lifetime of the business plan	Derek Streek	Jul 11	A business plan that allows for funding at least the decent homes standard and provides a firm foundation for the preparatory work on self financing.	Completed business plan that meets that requirement
H4	In order to help meet our SAP target we will ensure that we have a programme developed to help tenants access any available programmes and advice to improve home energy efficiency and that we make available complementary investment throughout the year to improve our SAP rating	Peter Bravery	May 12	<p>1. Production of a report, including review of best practice, with a raft of feasible actions that will improve the SAP rating of properties either through our investment or tenants accessing funding. – Sept 11</p> <p>2. Agree focus of work on this and actions / timescales – Dec 11</p> <p>3. Promote this work more widely to tenants – Apr 12</p>	<p>This will be monitored through the Housing Commission Board and project team objectives.</p> <p>There should be an improvement in SAP rating and tenants should benefit from more affordable energy and warmth</p>
H5	Investigate remodelling of sheltered schemes and consider extra care potential.	Derek Streek	Mar 12	Identify virtual extra care pilots, give particular emphasis to sheltered accommodation in asset management strategy	Report produced detailing option appraisal

H6	Providing tenants in sheltered housing schemes with the opportunity, support and funding to maintain the communal garden areas at schemes should they wish to do so	Chris Kemp	July 11	<p>1. Consult with sheltered housing scheme tenants on proposals. May – June 11</p> <p>2. Provide materials to those schemes that take up the offer</p>	Tenants taking ownership of the environment around them if they want to
H7	Complete the programme to provide new homes to tenants to Code level 4	Derek Streek	Mar 12	<p>Complete the programme of 67 new homes. 41 have already been completed.</p> <p>4 more to be completed at St Thomas, Trowbridge by November 11, 22 to be provided at Pembroke Park Trowbridge by Mar 12</p>	Completion of programme.
H8	Review and improve the delivery system of aids and adaptations to maximise benefit to tenants within the limited resources available	Ben Lawson	Nov 11	<p>Policy consultation Sept 11</p> <p>Amendments made as necessary</p>	<p>Faster delivery of Aids and Adaptations. Improved value for Money. Improved tenant satisfaction</p>
H9	Once a business plan has been agreed in July to meet decent homes standard long term it will then need to be developed to meet the expectations of the prospectus and Best Deal	Derek Streek	Mar 2012	<p>1. Modelling options throughout the development of prospectus and new deal.</p> <p>2. once preferred options identified the business plan needs to be approved and agreed by Tenants Panel, cabinet and the Commission</p>	<p>Outputs will include various sets of modelled data. The final outcome will be a new business plan that takes account of the preferred options and new opportunities presented by Self Financing</p>

					and new VFM being delivered
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Tenancy standard

Ref	Description	Lead	Date	Actions and timescales	How its measured and outcomes for tenants
T1	Consult tenants on housing issues in the Localism Bill including internal transfers, restrictions to the waiting list and flexible tenancies	Ruth Howard	April 12	<ol style="list-style-type: none"> 1. Consult tenant on options – June 11 2. Develop proposals for further consultation- Sept 11 3. Implement any changes – April 12 	The Commission will have seen the delivery of - Revised lettings policy; clear approach to transfers; possibly new types of tenancies and conditions that have been developed after consultation with tenants and other stakeholders
T2	Provide improved debt advice	Chris Greenwood	Oct 11	<ol style="list-style-type: none"> 1. By Sep 11 Assess how improved debt advice can be incorporated into the service. 2. Ensure that the agreed requirements are reflected in the new staff structure Oct 2011 	Improved advice and advocacy for tenants. Reduced rent arrears Reduced evictions
T3	Improve access to rent payments	Chris Greenwood	May 11	<ol style="list-style-type: none"> 1. Introduce mobile chip and pin method of rent payment- May 11 	New method of payment introduced

Neighbourhood and community standard

Ref	Description	Lead	Date	Actions and timescales	How its measured and outcomes for tenants
N1	Complete our updated Anti-social Behaviour strategy	Chris Greenwood	Sept 11	Revise policy May 11 Commence EIA May 11 Consult tenants on policy August 11	Revised policy published Improved satisfaction with Anti-social Behaviour Training and briefings available for officers (multi agency) and tenants. New leaflets, guides and web pages
N2	We will work with other regional government advisor for Anti-social Behaviour to learn from best practice elsewhere.	Chris Greenwood	Sept 11	Initial meeting April 11 Establish program to September	Revised policy published Improved satisfaction with Anti-social Behaviour
N3	Implement action plan to address differences that have been highlighted between staff profile, active tenant profile and community profile	Linda Diamond	Mar 14	This will be a long term plan with both intermediate developmental targets and performance goals	By June 11 the plan should have been developed. The plan will include a programme of actions to be implemented July 2011 to Mar 2014. These will include Incremental targets to address significant and unwarranted imbalances between profile

					and community
N4	Carry out a full review of the effectiveness of ASB policy and procedure	Pennie Taylor	Dec 11	Review of tools - ID customer needs - process mapping - identify waste and ineffective processes - engineer new process	Meeting milestones in agreed timetable and delivering recommendations for revised approach by due date. The end result should be an effective system that delivers outcomes and identifiable closure of the majority of cases.
N5	Evaluate the improvements delivered through the Friary estate intensive management pilot. Identify measures that can be used on other estates and measures that can be reused as part of an ongoing intensive management programme	Pennie Taylor	May 11	Research changes that lead to positive outcomes; identify if they can be rolled out universally and others that may be used in future intensive management programme	Completion of report with recommendations
N6	Develop and implement a programme of intensive management projects to continue on from the Friary one after another	Derek Streek	Mar 13	1. Production of a programme; 2. completion of each project within the programme (likely to be 6 months each project)	The Commission will be able to approve the establishment of a full programme by July 2011. Completion of each project
N7	Research and implement best practice for bringing together communities at grass roots level for the improvement of the neighbourhood	Ruth Howard	Sept 11	1. Review pilot of Neighbourhood Voices May 11 Research good practice June 11 2. Provide publicity and training to tenants to encourage more involvement	Increased number of engaged tenants. Also increased satisfaction with the level of and ways to be involved or influence

N8	Continue to support the “Help to Live at Home” project for our sheltered housing residents	Derek Streek	Nov 11	Provide information to the Dept of Adult Services to enable the TUPE transfer of Housing Support Officers to a new provider. Ensure that no gaps are left in the service	The more efficient provision of care and support services to those in need. Increased satisfaction with sheltered housing services and reduction in difficult to let sheltered schemes
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Value for money standard

Ref	Description	Lead	Date	Actions and timescales	How its measured and outcomes for tenants
V1	Review structure of landlord service to meet with outcomes of service reviews and aspirations of the Best Deal for Council Housing.	Graham Hogg	Apr 2011 to Mar 2012	<ol style="list-style-type: none"> 1. Review Management Structure - Apr May 2011; 2. Implement new management structure – Jul 11 3. Agree rest of structure by Oct 2011 4. Complete Recruit and match into new structure – Mar 12 	Delivery of each element of the plan by agreed dates
V2	Ensure that there is an efficient and cost effective IT system in place to deliver the outcomes set out in this improvement plan	Simon Haugh	Apr 12	<ol style="list-style-type: none"> 1. Agreement by Capital Assset Com; 2. Finalise spec; 3. Formal tender process; 4. Identify provider; prep and installation; 6 go live 	Monitor completion of actions by agreed dates in timetable.
V3	Undertake a process/system review in conjunction with tenants income management	Chris Greenwood	Dec 11	Review of tools - ID customer needs - process mapping - identify waste and ineffective processes - engineer new process	Meeting milestones in agreed timetable and delivering revised approach by due date.
V4	Develop a strategic approach to garage management.	Derek Streek	Oct 11	As part of asset management strategy review use and charges for garages and possible use of land. This should be a report on a specified area that can be inserted into the asset management strategy	Delivery of report and agree the preferred options
V5	Achieve top quartile performance against the indicators set out in the performance Scoreboard while remaining a low cost service that focuses on improved delivery	John Pearce	Apr 12	Target is to achieve top quartile performance by Apr 2012 and to set incremental targets over the next 12 months	Monitor if achieving incremental targets

V6	Continue with the procurement strategy for all repairs and maintenance contracts	Peter Bravery	Jan 12	OJUE Notice – APR 11 Tender – Nov 11 Tender Evaluation Dec 11 New Contracts – APR 12	Re-letting of all repairs and maintenance contracts. Improved performance on repairs and reduced costs of major works
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Governance and financial viability standard

Ref	Description	Lead	Date	Actions and timescales	How its measured and outcomes for tenants
G1	Consult on future arrangements for governance. Prepare options that set out how tenants, councillors and possibly external expertise can be engaged to oversee the strategic direction of the landlord service	Graham Hogg	Oct 11	Sub group of the Commission to develop options. Options to be included in the prospectus. Tenants to be consulted throughout the prospectus on the options	Stages in action plan to be met in accordance with timetable culminating in tenants being able to express a view on preferred option.
G2	In preparation for the introduction of self financing develop a new 30 Year business plan. The plan should generate options that can be consulted on through the prospectus.	Derek Streek	Oct 11	Indicative debt settlement received, Business Plan, Financial modelling currently taking place	Agreement on a business plan by the cabinet
G3	Carry out an assessment of how best financial and business management can service the needs of self financing	Sub Group of HCB	May 11	Report and recommendation on preferred option	Delivery of report