

RIVERSIDE CARLISLE

REPORT TO COMMUNITY OVERVIEW & SCRUTINY MEETING TO BE HELD ON 10 JUNE 2010

PROGRESS WITH POST INSPECTION ACTION PLAN

Executive Summary

This paper provides a progress report on the implementation of Riverside Carlisle's Action Plan to address the recommendations contained in the Audit Commission's 2009 Inspection Report.

Implications

For the third consecutive year Riverside Carlisle is continuing to invest significant time and effort in addressing inspection-related issues.

Recommendation

The Committee is asked to note the Report.

1 PURPOSE OF THE REPORT

- 1.1 The purpose of this report is to identify the progress that is being made in implementing the post-inspection action plan arising from the 2009 Audit Commission Inspection.

2 BACKGROUND

- 2.1 Following inspection in June the Audit Commission published a report in October. This contained five headline recommendations, as follows:

1. Make sure the properties for rent are what (older) customers want
2. Improve understanding and services to diverse groups
3. Balance the fair and firm pursuit of arrears
4. Improve value for money
5. Improve performance management

More detailed recommendations are contained in the action plan (attached).

- 2.2 Good progress is being made in implementing the plan. The last date for completion of the plan is end September 2010. Intermediate deadlines have been set and items have been brought forward to the Divisional Board from the Inspection Steering Group for sign off as completed. At a meeting with the regulator, the Tenants Services Authority (TSA) on 12 May the majority of the actions against recommendations 3 and 5 were signed off (with the exception of those with September deadlines). 6 of the 24 sub-recommendations have now, therefore, been cleared.

3 TENANT INVOLVEMENT

- 3.1 Tenants have been involved in the inspection process from the outset. Every tenant was sent an invitation to provide feedback and over 70 letters were received. These were passed on to inspectors when they were on site. The outcome of the inspection was reported in the tenants' newsletter.
- 3.2 Detailed tenant oversight of the post-inspection action plan has been carried out by the Service Scrutiny Panel. This group provided clear feedback that they did not support some of the inspector's recommendations. Specifically on arrears they encouraged us to maintain our previous firm approach to the pursuit of debts. These and other points were made to the inspector who attended their meeting on 12 May. The Panel will continue to be involved in scrutinising the action plan up to completion and final sign off (anticipated to take place towards the end of 2010).

4 RECOMMENDATION

- 4.1 The Committee is asked to note the report.

PATRICK LEONARD
DIRECTOR

RIVERSIDE CARLISLE
POST INSPECTION ACTION PLAN

Action Number	Recommendation	Summary of Action	Target Date	Project Champ	Project Lead	Measurement and Monitoring (evidence and outputs)
1	Make sure the properties offered for rent are what customers want by:					
1.1	identify the current and future housing needs of older people		Sept 2010	Paul Taylor		Properties available will meet customer needs. Better informed Older Persons and Asset Management strategies, based on sound evidence which will address the needs of current and future tenants.
1.1.1		Identify issues affecting older tenants who live in non sheltered accommodation in TRG general needs stock.	Feb 2010		Caroline Field	<ul style="list-style-type: none"> Older people services research report Report to Group Directors position statement for Older People's services
1.1.2		CIG group to translate above report and interpret findings of "Older People in Riverside 2009" report into revised strategy	May 2010		Judith Crowther	<ul style="list-style-type: none"> Revised Group strategy for Older People
1.1.3		Revise Riverside Carlisle existing local Older Persons Strategy to reflect TRG priorities and strategy	June 2010		Jane Mindar	<ul style="list-style-type: none"> Revised local strategy for Older People
1.1.4		Amend Asset Management Strategy to reflect Older Persons strategy requirements	June 2010		Kim Doran	<ul style="list-style-type: none"> Asset management strategy

1.2	decide what the future proposals are for the sheltered housing schemes and implement medium term plans to deliver the changes needed		Sept 2010	Paul Taylor		Improvement Plans in place for each Scheme which reflect feedback from customers
1.2.1		Carry out needs analysis for Sheltered provision	April 2010		Jane Mindar	<ul style="list-style-type: none"> Needs analysis
1.2.2		Agree future proposals for Sheltered Housing Schemes	June 2010		Jane Mindar	<ul style="list-style-type: none"> Options appraisals per Scheme
1.3	continue to reduce the number of empty properties to those of high performing organisations		Sept 2010	Carol Vallely		Analysis of performance which shows direction of travel which compares favourably to peer groups
1.3.1		Carry out analysis of current Policy voids and report to Group Directors briefing meeting.	Nov 2009		Lesley Telford	<ul style="list-style-type: none"> Analysis of current policy voids including 3 year trend and peer comparison
1.3.2		Agree and implement local strategy for management of Policy voids	July 2010		Lesley Telford	<ul style="list-style-type: none"> Strategy and implementation plan to tackle long term voids
1.4	continue to reduce the length of time properties are empty to meet challenging targets		Sept 2010	Carol Vallely		Analysis of performance which shows positive direction of travel which compares favourably to peer groups and an increase in back to back lettings
1.4.1		Carry out review of process improvements to date	Jan 2010		Lesley Telford	<ul style="list-style-type: none"> Evaluation of process improvements and impact
1.4.2		Carry out further process review exercise to identify scope for further efficiencies.	March 2010		Q & P team	<ul style="list-style-type: none"> Revised 'to be' process map and schedule of efficiency opportunities plus implementation plan

1.5	ensure robust and up to date information is held on properties including housing health and safety rating system (HHSRS) surveys and the risks for individuals		Sept 2010	Kim Doran		Report showing the percentage of properties where this information is held
1.5.1		Collate all TRG property information into database	Nov 2009		John Hayes	<ul style="list-style-type: none"> Updated stock condition information
1.5.2		Upload database into Promaster IT system	Dec 2009		John Hayes	<ul style="list-style-type: none"> Updated stock condition database
1.5.3		Provide training for staff on use and updating of Promaster system	Jan 2010		Kate Hudson	<ul style="list-style-type: none"> Evidence of training programmes and staff confident and competent in the use of Promaster
1.6	use this information to target maintenance and improvement work		Sept 2010	Kim Doran		Demonstrate impact of having improved stock information
1.6.1		Promaster used to inform future investment strategies using consistent TRG criteria	Sept 2010		John Robinson	<ul style="list-style-type: none"> Updated asset management plan
2	Improve understanding and services to diverse groups by:					
2.1	understand the profile of all existing customers and applicants and use the information to improve the delivery of service		Sept 2010	Susan Kellock		Increase in the percentage of tenants for whom information is held by diversity strand
2.1.1		Establish baseline position of info held for tenants for each of the 6 strands	Dec 2009		Heather Conroy	<ul style="list-style-type: none"> Position statement
2.1.2		Collect data via survey and update Academy	August 2010		Heather Conroy	<ul style="list-style-type: none"> Updated profile information target per strand: Gender & Age 100% Ethnicity, sexuality disability and religion 80%

2.1.3		Develop TRG wide customer segmentation through profiling project with CACI	March 2010		Amy Redman	<ul style="list-style-type: none"> National customer segmentation reflecting detailed profiles of current and future Riverside customers
2.1.4		Identify service improvement implications of profile info and agree prioritised action plan for service development	Sept 2010		Catherine Robinson	<ul style="list-style-type: none"> Customer profiles and action plan with service development implications
2.2	involve customers in all the division's activities including setting priorities, monitoring and decision making at an operational level		Sept 2010	Paul Taylor		Demonstrate the increase in number of and extent to which customers are involved in the Division's activities
2.2.1		Complete gap analysis of current levels of Resident Involvement in Carlisle to provide position statement against Group model and areas for action	Feb 2010		Peter Donegan	<ul style="list-style-type: none"> Position statement
2.2.2		Roll out TRG RI structure locally to address areas for action	April 2010		Deborah Earl	<ul style="list-style-type: none"> Evidence from TP tracker of customer involvement in all division's activities Annual RI impact assessment
2.3	set targets and monitor the performance of contractors to ensure their services match RC's agreed equality and diversity policy		Sept 2010	Susan Kellock		Details of targets set for contractors and their performance against targets
2.3.1		Revise annual contractor E&D monitoring form to reflect 6 strands of diversity	Jan 2010		Janine Goodison	<ul style="list-style-type: none"> Revised monitoring form
2.3.2		Collect information on contractors and identify any gaps and revise targets	April 2010		Heather Conroy	<ul style="list-style-type: none"> Results of analysis/ current performance and agreed targets
2.4	ensure all buildings and communal areas comply with disability legislation		Sept 2010	Susan Kellock		Independent assessment confirms DDA compliance

2.4.1		Revise standard specification for communal areas including general needs to ensure DDA issues are covered	Dec 2009		John Hayes	<ul style="list-style-type: none"> • Specification
2.4.2		Complete any outstanding surveys and make reasonable adjustments to address any compliance issues	Sept 2010		John Robinson	<ul style="list-style-type: none"> • Independent assessment confirms DDA compliance
2.5	work with the Council to agree policies, service standards, publicity and funding arrangements for major property adaptations that meet good practice		Sept 2010	Paul Taylor		Report showing review of current practice against external best practice, identifying current and future needs and improved performance
2.5.1		Set-up meeting with Local Authority to agree Service Level Agreement and implement	Sept 2010		Paul Taylor	<ul style="list-style-type: none"> • SLA
2.5.2		Assess all policies etc against external standard (HQN) to ensure meeting good practice	June 2010		Jane Mindar	<ul style="list-style-type: none"> • Results of assessment against standard show performance and outcomes meet good practice
3	Balance the fair and firm pursuit of arrears with support for those in need by:					
3.1	ensure there is an adequate supply of independent debt advice, that debtors know about it and all are offered advice before legal proceedings are taken		Dec 2009	Paul Taylor		Number of people receiving independent advice at the earliest possible stage will increase by c.25 per week as result of inserting Debt advice leaflet at Stage 1 and not with NOSP's as previously.
3.1.1		Insert debt advice leaflet into all ST01 letters and liaise with debt advice agencies to ensure capacity to respond to referrals. Establish impact of advice on arrears/debt	Dec 2009		Gillian Brough	<ul style="list-style-type: none"> • Analysis of numbers/ impact of debt advice

3.2	reduce the number of evictions for rent arrears		Dec 2009	Paul Taylor		Current eviction rate is 0.67% against national average of 0.61% of stock. Target for 2010/11 is to reduce to 0.55%.
3.2.1		Analyse performance on evictions against target set in Carlisle's annual plan	Dec 2009		Gillian Brough	<ul style="list-style-type: none"> Evictions at or below 2009/10 target of 34
3.3	collect more arrears owed by former tenants		Sept 2010	Patrick Leonard		Costs will be reduced and more income collected to meet target of 10%
3.3.1		Carry out review of FTA process to date and report to Housing Services Committee	Sept 2010		John Kent & Rachel Watson	<ul style="list-style-type: none"> Statistics demonstrating reduction in former tenant arrears/details of arrangements and projections of future income collection to achieve target to collect 10% of all FTA's
4	Improve value for money by:					
4.1	develop a structured approach across all areas of business that periodically reviews the balance being achieved between costs, quality and effectiveness of services		April 2010	Sue Taylor-Gage		Demonstrate Strategic approach to service reviews
4.1.1		Carry out review of Group VFM strategy to set strategic framework and approach to service reviews	Dec 2009		Chris Flynn	<ul style="list-style-type: none"> VFM strategy
4.1.2		Use results from Housemark 2008/09 to assess cost quality and effectiveness of services and set priorities for review in 2010/11	Feb 2010		Sue Powell	<ul style="list-style-type: none"> Prioritised VFM action plan

4.2	ensure all service areas actively benchmark their services to understand how they compare and learn from top performers		April 2010	Sue Taylor-Gage		Examples from Lead Directors of external good practice from top performers and impact on services
4.2.1		Use results of Housemark benchmarking both quarterly and annually, to identify best performers at TRG level	Feb 2010		Sue Powell	<ul style="list-style-type: none"> Schedule of top performers based on analysis on benchmarking
4.2.2		Carry out local benchmarking and identify learning to be applied	Feb 2010		Catherine Robinson	<ul style="list-style-type: none"> Report to departmental managers
4.2.3		CIGs to produce 6 monthly reports of internal and external learning from best practice	April 2010		CIG leads	<ul style="list-style-type: none"> Learning report
4.3	address high costs		April 2010	Carol Vallely		Report showing how the costs related to delivery of the voids and repairs have changed as a result of the reviews of these services
4.3.1		Procure consultant to carry out full VFM assessment of repairs and voids.	April 2010		Sue Taylor-Gage	<ul style="list-style-type: none"> Consultants report Action Plan
4.3.2		Review exercise of midline costs throughout the Group	March 2010		Susan Kellock	<ul style="list-style-type: none"> Establish a consistent and comparable set of expenditure budgets based on midline cost and agreed service levels
4.4	ensure all customers understand the procurement choices available		April 2010	Carol Vallely		Outcome of market testing of Repairline, communication of outcome to customers and their feedback
4.4.1		Report outcome of VFM assessment of Repairs service to Board. Inform customers of outcome of review	April 2010		Carol Vallely	<ul style="list-style-type: none"> Board report
4.5	ensure efficiencies are directed to priority areas		April 2010	Patrick Leonard		Examples of the local application of gains

4.5.1		Further develop the Group investment framework for use of discretionary funds across the Group	March 2010		Hugh Owen	<ul style="list-style-type: none"> Group framework
4.5.2		Devise a local mechanism with residents for the use of in year efficiency gains and local investment funds	March 2010		Hugh Owen	<ul style="list-style-type: none"> Local mechanism
5	Improve performance management by:					
5.1	actively involve customers in the management and monitoring of performance across all business areas		Dec 2009	Paul Taylor		Examples of the extent to which resident involvement has resulted in positive impacts on services
5.1.1		Agree terms of reference for Group and local service scrutiny function	Dec 2009		Sue Powell	<ul style="list-style-type: none"> Evidence of resident involvement in service scrutiny/performance monitoring
5.1.2		Review outcomes from tenant inspections of services	Dec 09		Sue Powell	<ul style="list-style-type: none"> Report and follow up actions from tenant inspectors
5.2	address any gaps in performance management identified in the inspection report		Dec 2009	Sue Taylor-Gage		Report which shows what the gaps are and how they are being addressed
5.2.1		Analyse Inspection report to identify performance management gaps	Nov 2009		Catherine Robinson	<ul style="list-style-type: none"> Gap analysis
5.2.2		Action plan areas identified for improvement and monitor effectiveness following implementation	Dec 2009		Catherine Robinson	<ul style="list-style-type: none"> Action plan

5.3	ensure performance information is broken down by diversity strands to identify and remedy any performance differences		Sept 2010	Sue Taylor-Gage		Examples of reporting by diversity strand
5.3.1		Analyse current position on ability to break down performance information against 6 strands. Produce action plan to address gaps	Sept 2010		Janine Goodison	<ul style="list-style-type: none"> Action plan
5.4	ensure weaker areas have clear plans for improvement with SMART and costed actions		Dec 2009	Sue Taylor-Gage		Demonstrate that Plans are clearly linked to the Group Corporate objectives
5.4.1		Roll out use of SHAIIP software for all service improvement plans	Dec 2009		Sue Taylor-Gage	<ul style="list-style-type: none"> Action plans from SHAIIP
5.5	ensure service standards are all monitored regularly with information fed back to customers based on their priorities		Dec 2009	Patrick Leonard		Evidence will show active monitoring and reporting of Customer's priority indicators and how performance has changed
5.5.1		Agree revised Customer Service Pledge based on customer consultation	Dec 2009		Sue Powell	<ul style="list-style-type: none"> Tenant Top Ten
5.5.2		Agree method, frequency and format of communication of performance information to customers	Dec 2009		Sue Powell	<ul style="list-style-type: none"> Evidence of communication/ reporting to customers on their Top Ten service priorities