

## Improvement Plan Update - November 2009 to January 2010

Action Ref	Summary of Action	Priority	Lead Officer	Financial	Target date	%age Complete	Notes
1	<a href="#">Improvements identified from postal surveys, telephone surveys, focus groups, forums, and tenant led inspections will be discussed by HDMT and Service Managers and reported in Key Results as information is gathered per the Revised Survey Timetable and Consultation Programme. These will also be reported annually to tenants in the Housing News.</a>	2	QPU Manager	Within Existing	Dec-09	100.00%	<i>Surveys reviewed in conjunction with Managers and staff and redrafted with comments incorporated. New template created to gather required info. Improvement Service question bank currently being used in appropriate questionnaires. General all tenant survey has been drafted. Report to go to HDMT in February 2010 for approval.</i>
25	<a href="#">Monitoring framework for nominations will be established.</a> <ul style="list-style-type: none"> <li>• <a href="#">revise the nomination procedures</a></li> <li>• <a href="#">agree procedure with HA's</a></li> <li>• <a href="#">collect comprehensive data on nominations</a></li> <li>• <a href="#">report nomination outcomes</a></li> </ul> <ul style="list-style-type: none"> <li>• <a href="#">renegotiate section 5 and nomination targets with HA's.</a></li> </ul>	1	QPU Manager	Within existing	Dec-09	100.00%	<i>Procedures agreed with HAs in September 2009 and monitoring reports submitted September 2009. The target for nominations and section 5 referrals combined is 50% of new lets. Each HA has a target number of lets for section 5 referrals for 2009/2010 this totals 225. 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 was 52%.</i>
32	<a href="#">In addition to quarterly postal surveys additional monthly telephone surveys to be introduced to increase number of surveys completed.</a> <a href="#">Contact all dissatisfied customers willing to be contacted.</a> <a href="#">If required, look at the need for a focus group to discuss specific issues</a>  <a href="#">Use information gathered to inform future service performance.</a>	2	Housing Services Manager	Within Existing	Dec-09	100.00%	<i>Monthly telephone surveys for Help with Neighbourhood Problems commenced in November 2009. Of the sample to be surveyed 50% will be issued with a customer satisfaction form to complete and return and 50% will receive a phone call and asked to complete the survey by phone. Initial results show increase in response rates to 26% and an increase in satisfaction levels to 84%. It is proposed to arrange a meeting of the Help with Neighbour Problems Focus Group in March 2010.</i>
35	<a href="#">Effective debt recovery action has shown improvement since the Rent Recovery Centre was implemented.</a> <a href="#">Current performance matches the downward trend across the preceding years.</a>	1	West District Manager	Within Existing	Nov-09	100.00%	<i>Benchmarking exercises completed. Performance of the best performers reported by the SHBVN have been investigated at Glasgow HA, Midlothian Council and Aberdeen City Council to establish if there was any</i>

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	<a href="#">A benchmarking analysis with The Scottish Rent Forum/SHBVN for the most improved authorities to produce improved performance plan.</a>						<i>different approach to arrears management and recovery. These organisations reported similar early intervention and proactive approaches implemented at the Rent Recovery Centre.</i>
60	<p><a href="#">Terms of Tenancy agreement are being used to enable officers to gain entry to properties within 14 days of the service date to carry out safety check if access is not possible.</a></p> <p><a href="#">Legal have been consulted on procedures. Report to Committee -approved process. Explore option of recharging tenants for forced entry. Option paper to go Repairs Management Board. A process for audit of the IT system will be developed to ensure accuracy of information.</a></p>	1	Housing Services Manager	<p>Completed within existing resources.</p> <p>Cost of forced entry approx £60,000 so far.</p>	Dec-09	100.00%	<p><i>A report was presented to Repairs Management Board on 16 November 2009. The report recommended that the cost of gaining entry to carry out the gas safety check could be legitimately be recharged to the tenant. The cost would be a flat rate of £32.19. The Repairs Management Board approved the recommendation. Also, a process for auditing the IT system has been developed. An audit has been carried out and a report detailing the findings issued in January 2010.</i></p>
78	<p><a href="#">Pre inspections have been reviewed as part of Partnership Review</a></p> <p><a href="#">Review of process being undertaken and a working group has been set up to look at options. This will meet on a 6 weekly basis.</a></p> <p><a href="#">Options on how to take this forward to go to Repairs Management Board.</a></p> <p><a href="#">DCS will also record the outcomes of their pre inspection.</a></p>	2	Housing Services Manager	£0	Dec-09	100.00%	<p><i>Following a review of benchmark jobs as part of the Repairs Partnership Review, the number of routine benchmark jobs automatically pre inspected reduced from 26 to 5. The jobs that are now to be pre inspected are non-standard work which requires to be checked before work is instructed. A further reduction, this time in manually generated pre inspections, was also agreed as part of the process review carried out by the Repairs Liaison Group. A report was presented to the Repairs Management Board on pre and post inspections on 14 December 2010. It was agreed that the Repairs Performance Group would continue to monitor pre inspections performance.</i></p>
79	<p><a href="#">Post inspect all non-routine benchmark jobs. Repairs Liaison Group will look at inspection process. This group will meet every 6 weeks.</a></p> <p><a href="#">Report on outcomes of group will be sent to the Repairs Management Board.</a></p>	2	Housing Services Manager	Within existing.	Nov-09	100.00%	<p><i>Following consideration by the Repairs Liaison Group, a report was presented to the Repairs Management Board on 14 December 2009. The report outlines how post inspections would be better targeted; what level of post inspections would be carried out; and a target timescale for completing post inspection. Following discussion, the Repairs Management Board asked for further work to</i></p>

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							be done on this and remitted the Repairs Performance Group to progress this. A report will go back to the Repairs Management Board in March 2010.
84	<p><a href="#">The option of contacting tenants by telephone or letter will be investigated before repair is cancelled to establish whether repair is still required.</a></p> <p><a href="#">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.</a></p> <p><a href="#">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.</a></p>	1	Housing Services Manager	IT Resources	Dec-09	100.00%	<p><i>Comparison between committed and billed costs included in Performance Report presented to Repairs Management Board on 14 December 2009 by the Repairs Performance Group. It was agreed that this comparison between billed costs and committed costs would be reported quarterly. For the next report the Performance Group will establish control limits and will present and analysis of these repairs falling wither above or below the limit.</i></p>
130	<p><a href="#">Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for:</a></p> <p><a href="#">Stock Information Database</a></p>	1	Housing Investment Manager	Within existing.	Dec-09	100.00%	<p><i>Proposals and Procedures for the administration of the Stock Information database have been agreed with Internal Audit. Further input of real data to previously cloned addresses will continue to improve the overall accuracy of the database.</i></p>
131	<p><a href="#">Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for:</a></p> <p><a href="#">Housing Waiting List</a></p>	1	East District Manager	Within existing.	Dec-09	100.00%	<p><i>Meeting held to confirm new system and future inbuilt system process will review the accuracy and checking of information for Housing Waiting List. Proposals were discussed and agreed to develop and deliver projects for reviewing the accuracy and continuous checking of information systems for housing waiting list. February 2010 Phase 1 and 2 will be complete. Phase 3: Full performance monitoring framework in place by June 2010 (refusals analysis and need/demand information).</i></p>
142	<a href="#">Refer to 141.</a>	1	Unit Managers	Within existing.	Nov-09	100.00%	<p><i>All items completed previously under item 141 which was reported at the previous Best Value</i></p>

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			Finance and Corporate Services Manager				<i>Review Group.</i>
145	<a href="#">This is inaccurate, the Council's supervision and management costs excluding sheltered housing wardens are below the Scottish average. The costs of the sheltered housing service are met by service charges and the income/expenditure are in balance.</a>	<a href="#">1</a>	Finance and Corporate Services Manager	Within existing.	Jan-10	100.00%	<i>The comment from the Regulator was that Dundee City Council Housing Department had highest supervision and management cost of all Scottish Councils at 19% above the average. The comments are inaccurate as the calculation completed included sheltered warden costs which are funded through service charge and income is matched to expenditure.</i>
4	<a href="#">Consider a free phone number for the letting service.</a> <a href="#">Option appraisal to be carried out as part of the Council's corporate strategy for Customer Care.</a>	<a href="#">2</a>	Letting Project Manager	Within Existing	Nov-09	25.00%	<i>No decision possible until a corporate decision has been taken on freephone numbers for Dundee House.</i>
5	<a href="#">Raise standards of advice and information by developing a training programme for front line staff:</a>  <ul style="list-style-type: none"> <li>• <a href="#">Homepoint (6 staff Homeless Services).</a></li> <li>• <a href="#">SVQ customer service (3 staff, letting /advice &amp; info' team).</a></li> <li>• <a href="#">Customer care and team building (30 staff).</a></li> <li>• <a href="#">Report Highlighting Training needs and budget requirements for 2010/2013</a></li> </ul> <a href="#">Introduce an Induction programme for all new starts and promoted posts.</a>	<a href="#">0</a>	Finance and Corporate Services Manager	Training budget	Dec-09	75.00%	<i>Homepoint training complete, planned team building and customer care complete. Level 2 CIH Training is due to start January 2010 with 15 staff being delivered by Dundee College this will include training on customer care and the services provided by the Housing Department. Management Development Training for Unit Managers and Team Leaders. Revised training budget has been included in the 2010/11 budget due for approval on 25th January 2010.</i>

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	<a href="#">Housing Options information training for Letting staff. (LPT/23-CF)</a>						
6	<p><a href="#">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.</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Road test the design wording of the Common Housing application form with tenants/tenants groups/ RSLs and other interested parties.</a></li> <li>• <a href="#">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.</a></li> <li>• <a href="#">Develop Performance reports.</a></li> <li>• <a href="#">Deliver training to housing dept staff and RSLs staff for prospects advice, nominations and section 5 referrals.</a></li> </ul>	<u>0</u>	QPU Manager	Within Existing	<b>Nov-09</b>	<b>60.0%</b>	<i>Common application form complete. Access to the waiting list for HA's is being programmed and is expected to be complete in December 2009. The Letting system will go live in March 2010. Training will commence December 2009.</i>
7	<p><a href="#">Additional indicators to be included within performance management framework (i.e. in Service plan, Key Results, Repairs Partnership or other allied arrangements):</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Application processing manual monitoring system in place.</a></li> <li>• <a href="#">New IT system design will include performance reports for the application process.</a></li> </ul>	<u>1</u>	Letting Project Manager	Within Existing	<b>Dec-09</b>	<b>95.00%</b>	<i>Manual system for monitoring in place since 2008. Current performance applications on the same or following day well within target.</i>
8	<p><a href="#">The application form contains guidance notes and trigger questions relating to homelessness. Referrals will be done through the IT system to the Homeless Advice Prevention Team.</a></p> <p><a href="#">Ensure checking process build into new IT system to carry out 10% checks for accuracy and quality of assessment. ( LPT5-PM)</a></p>	<u>1</u>	Letting Project Manager	Letting Project Team	<b>Dec-09</b>	<b>95.00%</b>	<i>Homeless applicants or potentially homeless applicants are now identified and given appropriate advice or referral. Will be able to audit under new IT system. Work on new IT system will commence March 2010.</i>

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	<p><a href="#">Ensure the system provided a full audit trail of decisions taken for offers bypassing established rules for the checking process.</a></p> <p><a href="#">Ensure checking process build into new IT system to carry out 10% checks for accuracy and quality of assessment. ( LPT5-PM)</a></p> <p><a href="#">Ensure the system provided a full audit trail of decisions taken for offers bypassing established rules for the checking process.</a></p>						
15	<p><a href="#">Team Leader checks suspensions monthly - 10% sample.</a></p> <p><a href="#">Devise a process to ensure;</a></p> <ul style="list-style-type: none"> <li><a href="#">- applicants are not being suspended inappropriately.</a></li> <li><a href="#">- monitoring system is put in place to monitor suspensions.</a></li> <li><a href="#">- ensure openness and transparency of decision making.</a></li> </ul>	<a href="#">1</a>	Letting Project Manager	Within Existing	<b>Dec-09</b>	<b>90.00%</b>	<p><i>Manual system of checking suspensions has been in operation since December 2008. New IT system will formalise and include audit trail.</i></p>
28	<p><a href="#">Terminations to be monitored through performance management framework</a></p> <p><a href="#">Analyse termination information.</a></p> <p><a href="#">Set up system to produce termination information.</a></p>	<a href="#">1</a>	East District Manager	Within existing	<b>Dec-09</b>	<b>95.00%</b>	<p><i>Information is generated monthly and reported to HDMT and discussed as part of monthly monitoring. The monitoring of terminations and analysing of information is a key action, measure and target in Unit Action Plan. The new lettings system due to be completed in March 2010 will assist, analyse and produce termination reasons.</i></p>
33	<p><a href="#">Annual estate supervision plans are set and reviewed monthly by Housing Officer for footpaths, the built environment and external environment.</a></p> <p><a href="#">Formal schedule of dates issued to RTO + DACHO to attend.</a></p>	<a href="#">2</a>	East/West District Manager	Within existing	<b>Nov-09</b>	<b>90.0%</b>	<p><i>Estates Survey completed and surveys issued. Estates Walkabout schedules completed for East and West District Office. East District Office issued. West DO issued by mid February. Annual Estates Plans - monthly estates supervision has been taking place for 2 years now and continues to be the case. This</i></p>

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	<p><u>East Office</u></p> <p><u>Formal schedule to be drawn up on dates once Estates Supervision Strategy reviewed in October.</u></p>						<p><i>is reported monthly at District Offices. Estate Walkabouts also happened over the past 2 years but the multi-agency/ RTO version are set for this year.</i></p>
40	<p><u>A Lean service review of void process will be completed.</u></p> <p><u>This will look at changing working practices to speed up the process minimising void times.</u></p> <p><u>Experiments identified to look at time taken to relet properties and improve quality of relet process. These will include:</u></p> <ul style="list-style-type: none"> <li><u>- 100 properties looked at over a month to monitor how long from termination to let.</u></li> <li><u>- If a job is awaiting material but the tenant is able to move in, allow tenant to move in and work completed afterwards.</u></li> <li><u>- Obtain as much information as possible at pre termination visit and make tenant aware of what they need to do before they move out.</u></li> <li><u>- Fit key boxes to empty properties for easy access to key for contractors.</u></li> <li><u>- Investigate the use of 'multi hit squads' to avoid multiple visits.</u></li> <li><u>- Applicants can make changes to application over the telephone i.e. to remove an area from their application.</u></li> <li><u>- Quality checks of relet cleaning specification has made improvement to standard.</u></li> <li><u>- Reintroduce fit to view.</u></li> </ul>	1	Letting Project Manager	Lean Service Review Team	Sep-09	90.0%	<p><i>Many of the experiments have been implemented as the new relet system. Starting point measures complete. Improved communication has reduced need for using awaiting material codes - complete. Access for pre-termination visits poor. Appointment system to be introduced November 2009. All to be completed March 2010.</i></p>
43	<p><u>Void management process is being reviewed in a lean service review and as a result of the review the following action is being taken:</u></p> <p><u>Exercise for one month to check standards of houses which have been cleaned, against a specification drawn up by the review team.</u></p> <p><u>Results of this exercise will inform possible new cleaning specification for DCS.</u></p>	1	Letting Project Manager	<p>Within existing.</p> <p>Lean Service Review Team.</p>	Aug-09	95.00%	<p><i>Post Inspection pilot carried out January - March 2010. Cleaning specification revised - currently being costed. Trial with DCS following redecoration. Better liaison between Letting and District Office, more appointments available. New system unlikely to be operational until March 2010.</i></p>

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	<p><a href="#">New process agreed with DCS where properties are awaiting materials.</a></p> <p><a href="#">Increased number of post inspections or relets carried out.</a></p> <p><a href="#">IT print kb 82 will identify "available now" houses earlier for let.</a></p> <p><a href="#">More signing appointments to be made available.</a></p> <p><a href="#">New letting system has links to repairs and void management system to improve management of voids.</a></p>						
45	<p><a href="#">Refusal reasons to be monitored and reported in the Departments' Performance Management Framework</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Develop set of refusal reasons and set up monitoring system for property based refusals.</a></li> <li>• <a href="#">Analyse reason for refusals</a></li> <li>• <a href="#">Use reasons for refusals to inform repairs decisions about individual properties.</a></li> </ul>	<u>1</u>	Letting Project Manager	Within existing	Nov-09	90.0%	<i>Manual monitors completed for specific months, to be computerised under new system.</i>
95	<p><a href="#">Throughcare &amp; Aftercare Protocol developed and now in place. Dundee setting up discharge protocol with HMP Perth in partnership with Shelter. Surgeries will operate fortnightly and will go live August 2009.</a></p>	<u>2</u>	Homeless Services Manager	Within existing	Aug-09	80.0%	<i>Prison surgeries in place November 2009. DCC procedures been produced. Shelter consulted and happy with DCC procedures and surgeries. Tayside Protocol has been delayed and Shelter in agreement that we proceed with Dundee Protocol. Timescale to be investigated and update provided.</i>
99	<p><a href="#">Referral processes are to be reviewed and training delivered to area office staff and housing association partners.</a></p> <p><a href="#">Manual referral - RRC Supervisor.</a></p> <p><a href="#">Mandatory IT system referral.</a></p> <p><a href="#">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.</a></p>	<u>1</u>	West District Manager	Within existing	Nov-09	80.0%	<i>Manual referral system in place with RRC from 3/7/09. Weekly lists of tenants enrolled in court being sent to Prevention Team Leader by RRC Supervisor. System to be computerised as part of RRC ongoing IT development. Target April 2010.</i>

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117	<p><a href="#">Refer to item 116.</a></p> <p><a href="#">A Programme of Lean Service Reviews will be implemented and informed by the Service Assessment Programme. Lean Service Reviews have already commenced for:</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Right to Buy</a></li> <li>• <a href="#">Kitchen and Bathroom Programme</a></li> <li>• <a href="#">Void Management</a></li> </ul>	1	Housing Investment Manager	Clean Team remitted	Jan-10	25.0%	<p><i>Supply chain process on kitchens underway. Lean Service Review assessment process now at second stage. Due to be complete by the end of February 2010.</i></p>
			Letting Project Manager	Clean Team remitted			
122	<p><a href="#">Conduct a Training and Development Review of all staff together with skills audit.</a></p>	1	Finance and Corporate Services Manager	£0	Oct-09	60.0%	<p><i>Review of training database has been completed, update information on training needs and planned training will be taken from staff appraisal system due to be implemented April 2010. Generic training on Customer Care will commence January 2010 and Development Training for Managers/Supervisors will commence December 2009.</i></p>
123	<p><a href="#">Review the Department's training budget and resources to deliver all elements of the improvement plan.</a></p>	1	Finance and Corporate Services Manager	Housing Revenue Account	Oct-09	90.0%	<p><i>Training budget has been reviewed and revised budget set subject to approval within rent setting process. Structure of training department is in process of review with HDMT discussing proposed changes to facilitate the greater emphasis and need of the department will be completed by December 2009. Function of training has now moved to Finance and Corporate Services to ensure alignment with appraisal system. Level 2 CIH Course in Housing to be piloted in January 2010 for 15 staff.</i></p>
132	<p><a href="#">Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for:</a></p> <p><a href="#">Homeless System</a></p>	1	Homeless Services Manager	Within existing.	Dec-09	50.0%	<p><i>Item to be progressed through IT development. Proposal is to ensure that HSU strategy team have the ability to obtain and analyse HL1 figures prior to submission to Scottish Government, this will ensure that performance information is accurate and will avoid</i></p>

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							<i>contradictory information being supplied. Item to be addressed through Homeless IT system. IT development to commence March 2010.</i>
133	<a href="#">Service managers to bring forward proposals for a review of accuracy and continuous checking of information systems for: Repairs System</a>	<u>1</u>	Housing Services Manager	Within existing.	Dec-09	95.00%	<i>Option paper complete but missed Repairs Management Board on 25 January 2010, will now be presented at February 2010.</i>
144	<a href="#">Review our SHQS Delivery Plan. Review will;</a> <a href="#">- Demonstrate value for money</a> <a href="#">- A clear, measurable indicator (option appraisal and risk assessment).</a> <a href="#">- Risk assessment/option appraisal to plan for contingencies.</a> <a href="#">We will work with ASD to review the procurement policy and implement evaluation mechanisms to demonstrate value for money.</a> <a href="#">The Finance and Corporate Services Manager will devise appropriate mechanisms across the Department to test VFM and drive efficiencies.</a> <a href="#">Establish benchmarking with peers, arrangements in place, target to be higher than average cost for procurement than comparable LA's, RSL's</a>	<u>1</u>	Housing Investment Manager	Within existing.	Jan-10	50.0%	<i>Unit Rate Pilot on site. Review will be undertaken in Spring 2010. Procurement for SHQS capital programme in accordance with Procurement policy. Cost clusters in place. Commencement of market testing for 2010/11 programme.</i>
147	<a href="#">Review our SHQS Delivery Plan. Review will;</a> <a href="#">- Demonstrate value for money</a> <a href="#">- A clear, measurable indicator (option appraisal and risk assessment).</a> <a href="#">- Risk assessment/option appraisal to plan for contingencies.</a>	<u>1</u>	Housing Investment Manager	Within existing.	Jun-09	70.0%	<i>Project timetable has been alternated due to submission of Root and Branch review being postponed on advice of the Scottish Executive until June 2010. Risk Assessment Matrix in place, Unit rate pilot underway - market testing commenced.</i>