

**Annex 3****Audit Commission Inspection of Housing Management Services – Delivery Plan**

	Recommendation	Responsible Officer	Completion Date
<b>1</b>	<b>Increase the customer focus of the service by:</b>		
1.1	Refining, publicising and monitoring service standards in consultation with customers, where these are currently weak or absent, including: <ul style="list-style-type: none"> <li>• telephone call handling</li> <li>• target times for each stage of the adaptations process</li> <li>• the response to anti-social behaviour</li> <li>• the decorative condition when homes are re-let</li> </ul>	Head of Housing and Social Inclusion	March 2009
1.2	Better training and application of the complaints system.	Housing Services Manager	March 2009
1.3	Improving the sensitivity of the service to the diversity of tenants by: <ul style="list-style-type: none"> <li>• meeting the CRE /CHR standard for housing</li> <li>• adopting a more systematic approach to assessing and meeting diverse needs</li> <li>• ensuring that all staff, councilors and active tenants receive more sophisticated training on diversity</li> </ul>	Housing Strategy Manager	March 2009
1.4	Improving the choices that tenants have in improvements	Housing Services Manager	March 2009
1.5	Exploring with tenants the costs and benefits of the introduction of an appointments system for responsive repairs, taking account of its impact in other Councils	Housing Services Manager	March 2009
<b>2.</b>	<b>Improve the performance management of the service by:</b>		
2.1	Reviewing the quality of targets and implementing the overall changes that are contained within the improvement plan	Head of Housing and Social Inclusion	March 2008
2.2	Improving the capacity and focusing the attention of the Housing Review Board on the key outcome targets	Head of Housing and Social Inclusion	March 2008
2.3	Monitoring and managing communal areas and community rooms more effectively	Housing Business Manager	March 2008
2.4	Introducing expert sample checks of gas safety work	Housing Services Manager	March 2008

	<b>Recommendation</b>	<b>Responsible Officer</b>	<b>Completion Date</b>
<b>3</b>	<b>Address weaknesses in specific services by:</b>		
3.1	Seeking out a high performing organisation to act as a mentor	Housing Business Manager	March 2008
3.2	Improving contract management arrangements, with greater involvement of tenants	Housing Services Manager	March 2008
3.3	Adopting clearer policies and practices for rechargeable repairs	Housing Services Manager	March 2008
3.4	Investing sufficient time on sign-up arrangements and/or new tenant visits to reinforce the importance of tenancy conditions and the opportunities for involvement	Housing Needs Manager	March 2008
3.5	Improving the quality of preventive work on rent arrears	Housing Business Manager	March 2008
3.6	Reviewing the use of non-secure tenancies for more than a year	Housing Needs Manager	March 2008
3.7	Improving the appearance of communal walkways to flats and better managing the cleaning and grounds maintenance contracts	Housing Business Manager	March 2008
<b>4</b>	<b>Improve the value for money of the service by:</b>		
4.1	Setting clear improvement targets for each service and manager, based upon the findings of the benchmarking report	Head of Housing and Social Inclusion	March 2008
4.2	Meeting and improving upon the efficiency targets contained within the partnering contract	Housing Services Manager	March 2008
4.3	Maintaining the progress on the average time it takes to re-let each home as it becomes vacant	Housing Needs Manager	March 2009
4.4	Implementing plans to improve the IT systems, including the introduction of direct debit	Housing Business Manager	March 2008
4.5	Reviewing the degree to which tenants may receive a 'one-stop' service from housing officers, thereby reducing travelling time	Head of Housing and Social Inclusion	March 2008