

DELIVERY PLAN

Priority Tasks 2008-09 – Quarter Three

2008-09



Certificate No 1570/



INVESTOR IN PEOPLE



Team	Lead	Task	Milestone	Milest end	Task end	Progress or outcomes for completed tasks	Traffic Light	Resources required
1. Good Governance Risk & Performance Management								
SLDC Lead task	PT	To support the first phase of the strategic options review in conjunction with SLDC and in consultation with tenants and other key stakeholders	Production of a Project Initiation Document (PID)		SLDC Lead	SLDC is giving consideration to the appointment of a Project Manager and budgetary estimates have been produced		
BUS	SAB	Produce plan to meet the training needs of Board Directors identified through the 2008 appraisals			Sept 08	Directors have identified and agreed training requirements for 2009/10	● 100%	£5K
BUS	SAB	To introduce a structured system of mutual support between Board members as a means of coaching and developing skills			Sept 08	Board mentorship scheme included in board induction process	● 100%	
FIN	GR	Commission annual audit of the effectiveness of SLH's corporate governance arrangements, including risk management & internal controls possesses			Mar 09	Draft Governance improvement plan presented to September HR Committee. SMART plan was presented to December HR Committee.	● 90%	
2. Finance, Procurement and Value-for-money Board Champion: Robin Brown								
FIN	GR	Complete all the service reviews in accordance with the schedule contained within the 2008-09 VFM plan			Mar 09	Updated VFM plan and Efficiency Log and completed first stage reviews	● 90%	
FIN	GR	Investigate the possibility of legacy income for Sheltered Housing schemes			Mar 09	Undertaken desk top review	● 90%	
3. Staff								
BUS	SAB	Complete all actions identified within the February 2008 Health & Safety Audit report			Oct 08	Improved safety for staff and visitors	● 100%	
BUS	SAB	Initiate an ongoing induction and training programme and on customer care to be inclusive of all SLH staff			Jul 08	A more consistent approach to good customer care	● 100%	
BUS	SAB	Achieve re-accreditation to the Investors in People Standard (IIP)			Dec 08	Meeting has taken place with the IIP advisor and assessment booked for November	● 100%	
4. Information Technology								
BUS	SAB	Introduce a document management system			Jun 09	SLDC will not support this capital bid for IT development and cannot be progressed unless alternative funding is identified	●	£15K
BUS	SAB	Completion of the integrated telephone network	<ul style="list-style-type: none"> Switchboard moved to housing team, Integration to Canal Head and sheltered schemes has been done. 		Aug 08	Delays have resulted from SLDC's plans to upgrade their own telephone system, therefore SLH has looked at current arrangements and are now developing the 0845 repairs hotline number to facilitate a single point of contact	● 95%	£16K

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BUS	SAB	Complete project for mobile working using hand held devices and workflow scheduling			Aug 08	All staff now have PDAs and all appointments transmitted electronically. The automated 'optitime' job scheduler has been introduced and all responsive repairs operatives are mobile	● 100%	£90K
BUS	SAB	Evaluate the benefits and options in relation to the introduction of a computerised performance management system and implement system as necessary			Dec 08	Introduced SHAI Performance Management system	● 100%	£30K
5. Access and Customer Focus								
BUS	SAB	Working with the Customer Focus SIG to identify customer requirements to complete the improvements to the SLH website			Jun 08	Completed - Improved access to services and easier to use website	● 100%	
FIN	HL	Complete a review of office and depot premises requirements			Sep 08	Completed - reported on accommodation options, however the required improvements identified to the Town Hall, Ulverston by the Audit Commission has no implementation date as the SLDC approved capital funding was subsequently withdrawn	● 100%	
6. Equality & Diversity								
FIN	HL	Complete year 2 programme for Equality Impact Assessments (EIA's)			Mar 09	Consultation completed and SLA set up with consultation groups. EIAs now on going.	● 40%	
FIN	HL	Introduce a Financial Inclusion Policy			Dec 08	Strategy has been drafted and will be completed by October	● 75%	
BUS	SAB	Monitor, by racial group disability & gender, staff in post, applicants for employment, training & promotion, staff who receive training, staff who suffer detriment as a result of performance assessment, staff who are involved in grievance procedures & disciplinary procedures & staff who cease employment with SLH			Jun 08	Completed - All staff are treated fairly and equally	● 100%	
BUS	SAB	Develop a fair employment and equal pay policy			Oct 08	Final draft report to March HR Committee	● 90%	
7. Stock Investment								
	JB	Enhance and integrate PIMMS/Anite System and evaluate options			Oct 08	Completed – Have ensured that the maximum level of data integration within the systems capacity achieved. Put in manual procedures also to facilitate transfer information	● 100%	

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PS	JB	Ensure data is collected on DHP to demonstrate compliance			Mar 09	Robust evidence that decency standard achieved in accordance with the programme	● 100%	
8. Responsive Repairs (See also 9. Void Management)								
PS	TL	Analyse the spread of demand for responsive repairs (by area, type of works, customer characteristics). Review ways in which the demand for small value non-urgent work might be reduced.			Aug 08	Completed - Resulted in a more effective use of resources, better productivity and improved customer responsiveness,	● 100%	
PS	TRW	Implement the NHC agreement to improve procurement of adaptations			Nov 08	Contracts have been signed and ready for use as planned for 2009/10 Will produce cost savings on aids and adaptation works and reduction in contract preparation time plus environmental savings as a result of less travelling time	● 100%	
PS	TL	Extend the use of Travis Perkins outsourced stores provision from Ulverston to Kendal			Nov 08	Completed - The success of the procurement for housing cards for stores purchasing has negated the requirement to extend the use of TP's to Kendal	● 100%	
PS	TL / SAB	Undertake telephone checks with customers who have had repairs to monitor satisfaction with the quality of the repairs service			Sept 08	Completed – checks are being undertaken and it process will be automated later in the year. Identifying problems earlier, efficiency saving for SLH and improved service to tenant	● 100%	
9. Allocations, Lettings, Void Management								
HOU	AK	Assist SLDC to introduce a sub regional choice based lettings (CBL) scheme into South Lakeland			SLDC lead	Bid for funding for sub-regional scheme successful. CBL Project Manager post been advertised.	● 25%	
10. Tenancy and estate management								
HOU	AK/SH	Increase confidence in reporting hate crimes & abuse			Sep 08	Features around neighbour nuisance in general to appear regularly in Tenant's Newsletter. We will issue press releases when securing court orders. <ul style="list-style-type: none"> • Providing support & assistance to customers • Improved estate management 	● 100%	
HOU	AK/BT	Complete introduction of revised Tenancy Agreement on behalf of South Lakeland District Council			Dec 08	Introduction of revised robust Tenancy Agreement to meet current needs and modern standards completed and effective from December 2009	● 100%	

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11. Resident Involvement and Community Development						Board Champion: Paul Jones		
HOU	SD	Complete the agreed tasks in line with the timescales set out within the District Wide Tenant Participation Agreement action plan			Mar 09	Good progress is being made - completion of the programme of roadshows, void tenancy inspections almost completed, mystery shoppers identified through TIC, on target for completion by end of March.	● 75%	
HOU	SD	Review the District Wide Tenant Participation Agreement			Mar 09	Review completed with Tenancy Committee in January, revised document signed. Agreement ensures continuing tenant involvement across the full range of services.	● 100%	
HOU	SD	Carry out a the STATUS satisfaction survey			Nov 08	STATUS survey complete and results reported and analysed	● 100%	
HOU	SD	Review and publish Tenant Participation Strategy			Aug 08	Completed and published	● 100%	
12. Leaseholder Management & RTB								
FIN	SKM	Review the data required to support Leaseholder cost statements and adjust coding scheme if required			Dec 08	Completed service charge analysis and new billing mechanism in place	● 100%	
SLDC	PT	In conjunction with SLDC look at the option for 'buy back' where former tenants have exercised RTB but have problems with their housing cost (Forward Plan)			Sept 08	SLDC agreed a pilot for this financial year with an RSL but this will not result in re-acquisition of council houses under SLH management	● 100%	
OPS	AK	Introduce leasehold induction visits to all RTB applicants/enquirers			Dec 08	Completed	● 100%	
FIN	SKM	Source a reliable benchmarking group for leasehold issues (HQN – Leasehold Excellence Network)			May 08	Completed	● 100%	
FIN	SKM	Introduce freeholder information pack for issue following RTB sales			Sept 08	Completed	● 100%	
HOU	SD	Develop Leaseholder Compact			Jul 08	Complete, due to be distributed on 25 th July	● 100%	
13. Housing Income Management								
HOU	AK	Consider outsourcing the recovery of former tenant arrears			Feb 09	Not considered viable as management fee would have been adversely affected	● 100%	
HOU	AK	Review the housing benefit SLA with SLDC			Mar 09	Improved support for benefits claimants. Reviewed at January liaison meeting, revised draft being prepared	● 75%	

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14. Sheltered Housing								
HOU	GA	Review the new sheltered housing compact			Dec 08	Revised document produced and signed in January 2009. Clearer and more user friendly	● 100%	
HOU	AK	Consider Implementing recommendations contained in Profit Focus Group VFM report			Dec 08	Utilising available capacity of Scheme Managers to undertake biennial visits, housing visits and Telecare support. Changes will take effect from April	● 100%	
HOU	GA	Carry out annual survey of sheltered housing tenants			Nov 08	Survey carried out in November by Age Concern to ensure independent process, assist tenants and collate results	● 100%	
BUS	SAB/C F	Introduce fast broadband to all sheltered housing schemes for use by Scheme Managers and the housing service staff			Jul 08	Improved and faster communication	● 100%	
CCC Lead task	GA	Work with Cumbria County Council Adult Social Care to consider extending the use of Telecare in South Lakeland	Completed Supporting People Strategy for community alarms			Awaiting outcomes from Supporting People's Community Alarms Strategy to enable review of the service, in what form and how much funding from SP will be available. CCC led task. CCC's Older Person's strategy now been approved	○	
Audit Commission Recommendations 2008								
CE	PT	R1: Review with customers, the policy relating to access outside of office hours. This should be done by considering robust research into customer requirements and good practice from elsewhere			Dec 08	Completed the STATUS survey for general needs tenants, undertaken site visits to identify good practice and considered customer requirements in determining actions for the 2009/10 Delivery Plan, consulted with SIG. Evaluated data related to customer access requirements and focus is on telephone access enhancements and consideration of a housing options centre incorporating CBL – Access hours will be considered again as part of that review	● 100%	
OPS	DS	R2: Set up a system to deliver services outside of office hours which meets business needs			Dec 08	Reviewed good practice regarding ASB out of hours service provision and identified sign posting only required. Dedicated 24 hour telephone line introduced for ASB requirements	● 100%	
BUS	SAB	R3: Review the weaknesses in accessibility identified in this report and put in place systems which demonstrably address them. Particularly:			Sept 08	Demonstrable improvements in access to services and to the organisation. Board has considered a draft board membership and recruitment policy and HR Committee have considered a draft staff recruitment and selection policy. Final draft to be presented to March HR Committee	● 80%	High impact/ Medium Costs

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BUS	SAB	The handling of customer complaints to ensure realistic targets are routinely met	3.1 Introduce automatic acknowledgement on receipt of complaint and Revise procedure to include re-assignment of complaint to deal with staff absence	May 08		Completed	● 100%	
BUS	SAB	Regular testing of the website to ensure functionality	3.3 Purchase and introduce 'Site improve software' to report on website availability and usage and appoint designated officers and devise schedule for routine checks on website	May 08		Completed	● 100%	
BUS	SAB	Development of a recruitment strategy to bring under represented groups on the board and into staff and management groups to ensure they are as broadly representative of the communities they serve as is practicable	3.5 Highlight issue of representation for consideration by SLDC	May 08		Completed draft strategy which will be reconsidered by December HR Committee	● 80%	
BUS	SAB		3.8 Undertake a Board development away day to review representation and recruitment strategy	July 08		Completed	● 100%	
OPS	DS	The introduction of sanctions, rewards and appropriate performance reporting by contractors on equality and diversity issues to ensure that they begin to deliver against SLH's E & D objectives	3.11 Review and agree appropriate targets with DHP partnership	Aug 08		Completed - Appropriate targets are in place	● 100%	
OPS	TL	R4: Review with customers, the quality of cleaning and decoration set out in the lettings standard and guidance for staff. This should be done in the context of customer satisfaction responses and alongside current plans to change the system of awarding decorating vouchers			Sept 08	Completed - Changes made to Repairs, Maintenance and Improvement policy following review with appropriate SIGs and Tenants' Committee. Improved decoration arrangements agreed for new elderly/vulnerable tenants	● 100%	MSC Consultancy support
OPS	TL	R 5: Set up a system to deliver a void product which meets business needs			Sept 08	Completed – Comprehensive Void database introduced, weekly Void Monitoring Groups taking place. Procedures streamline, performance dramatically improved as a result	● 100%	MSC Consultancy support
FIN	SKM	R6: Review, with the Council, the various weaknesses identified in this report around service charge setting and rent accounting processes. Develop systems to bring them into line with good practice.			Dec 08	Analysis for SLDC has been completed. SLH board have recommended SLDC to move forward with unpooling. SLDC to factor in with rent setting 2010/11	● 100%	Consultancy support MSC Ltd

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HOU	AK	<p>R7: Review, with the Council and local advice agencies, the quality and quantity of money and benefits advice provided locally, in the context of robust research into need. Particularly ensure that:</p> <ul style="list-style-type: none"> Those debts which might result in homelessness are appropriately prioritised for payment at a corporate level The arrangements currently in place to provide money and benefits advice in the public and voluntary sector are delivering optimal VFM Appropriate consideration is given to enhancing these arrangements to meet the needs of customers 			Dec 08	<p>Have set up Service Level Agreement with the CAB and we are monitoring this on a monthly basis.</p> <p>Reviewing corporate debt policy in conjunction with SLDC</p>	<p>●</p> <p>75%</p>	High impact/ Medium Costs
FIN	SKM	<p>R8: Review with leaseholders and the Council, the approach to managing leasehold properties. Particularly</p> <ul style="list-style-type: none"> The limited payment methods offered to leaseholders, developing systems to bring these into line with those offered to tenants 			Dec 08	<p>Leaseholders now have the following payment methods. Interactive voice response, internet, Allpay, 24 hour telephone payments, post office outlets, paypoint outlets,</p>	<p>●</p> <p>100%</p>	High impact/ Medium Costs
		<ul style="list-style-type: none"> The weak wording of the new lease around ASB, and approaching existing leaseholders with a view to varying their agreements 				<p>This recommendation has been reviewed by SLDC. At the Cabinet meeting held on 18.7.08 it was decided not to implement as this would not deliver VFM</p>	<p>●</p> <p>100%</p>	
OPS	DS	<p>R9: Review the weaknesses identified throughout this report and those examples provided during on site feedback around operational management and front line performance management. Put in place systems which demonstrably address each of these</p>			Dec 08	<p>All remaining weaknesses identified in the report addressed . Revision of corporate gas policy completed and approved by Policy Committee and Board – sets out responsibilities of officers and staff</p>	<p>●</p> <p>100%</p>	MSC Consultancy support