



South Lakes Housing

# Delivery Plan

Quarter 1 – 2006/07

## *South Lakes Housing Delivery Plan 2006/7*

The symbols show if we are meeting our targets and the progress to date. It also shows a percentage complete for the task listed.

### *Guide to Symbols*



**the task has been completed or will meet end date listed**



**risk that the task may not be completed by the listed end date**





**the task will not or has not met the end date listed**





**indicates that the task is not underway, as it is due for completion towards the end of the year**

<b>1</b>	<b>Governance</b>
<i>Strategic Objectives</i>	<p>To deliver a 3-star rated, excellent service</p> <p>To develop and implement accountability to and effective communication with tenants, leaseholders and all other key stakeholders</p> <p>To operate sound performance management in order to drive continuous improvement</p>
<b>Key Outcomes</b>	
A	High-level business strategies produced
B	Improved capacity and capability of the Board for decision making and Performance Management
C	Improved strategic risk management and project management
<b>Key Actions</b>	








		Lead officer	End date	Milestones	Progress to date?	How are we doing?	% Complete
B	Audit Board and Committee Performance	SAB	Sept 06	<ul style="list-style-type: none"> <li>Draft Policy /Procedure will need to be presented to HR committee on 29<sup>th</sup> August</li> </ul>		-	-
C	Produce Risk Management Strategy	GR	Sept 06	<ul style="list-style-type: none"> <li>Draft to be present to Mang. Team before</li> </ul>		-	-

				September , Finance & Procurement Committee September 25th for their comments to be included.			
A	Revise Business Plan and Operational strategies	PT	Sep 06	<ul style="list-style-type: none"> <li>• Deliver strategy training –May 25<sup>th</sup></li> <li>• Seek informal views from SLDC on draft proposals by June 15<sup>th</sup></li> <li>• Present draft to Board / Tenants Committee September 7th</li> </ul>	Strategy Training has now been delivered.  Consultation undertaken with SLDC. Agreed integrated planning process.		35%
A	Produce Delivery Plan 2007-8	PT	Nov 06	<ul style="list-style-type: none"> <li>• Review objectives arising from strategies contained in the business plan and report to 19<sup>th</sup> October Board Meeting</li> </ul>	Currently focusing on consultation and development of high level strategic objectives		-
A	Hold Stakeholder conference	HL	Oct 06	<ul style="list-style-type: none"> <li>• Organise the date, venue, invite list and agenda</li> </ul>	This task is reliant on the above tasks.	-	-
B	Deliver Board training		April	<ul style="list-style-type: none"> <li>• Draft</li> </ul>	Discussions are taking place		

	programme	SAB	07	Policy/Procedures will need to be presented to HR committee by September	with Business Link to develop a training scheme and discuss possible funding opportunities. A survey has been carried out with Board Members and Tenants Committee Members.		10%
C	Extend project management system to new projects and change management	PT	April 07	<ul style="list-style-type: none"> <li>• Produce training programme</li> <li>• Identify key staff to receive training</li> <li>• (This task is linked to two further tasks under section 3)</li> </ul>		-	-
	Introduce a communication strategy to improve liaison with the Council and other stakeholders	SD	Sep 06	<ul style="list-style-type: none"> <li>• The draft strategy needs to be approved by the Policy Committee on 19<sup>th</sup> June</li> </ul>	The draft has already been circulated for comments to be made / incorporated at the 19 <sup>th</sup> June meeting.		25%

<b>2.</b>	<b>Finance, Procurement and Value-for-money</b>
<i>Strategic Objectives</i>	To become financially viable, managing risk and generating new sources of income
<b>Key Outcomes</b>	
A	Meet Government target for efficiency gains
B	Complete the procurement options appraisal of all Service Level Agreements and other listed services
C	Achieve 10% savings through supply chain procurement
D	Better budget setting with resources following strategy via zero based budgeting
E	Generate new income for SLH to improve financial stability and service investment
F	Establish a financial reserve for service development and improvement
G	Demonstrate value for money by extending benchmarking
<b>Key Actions</b>	




		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
D	Produce accurate service based costs incorporating a realistic apportionment of overheads	GR	Aug 06	<ul style="list-style-type: none"> <li>Complete zero based budgeting by 31 May</li> <li>Introduce separate trading</li> </ul>	Completed task	<b>G</b>	100%

				<p>account for SLH direct, incorporating central establishment overheads by June 06</p> <ul style="list-style-type: none"> <li>• Conduct a timesheet exercise to apportion costs into responsive repairs contract</li> </ul>		<p></p> <p></p> <p>-</p>	<p>70%</p> <p>-</p>
	Finalise range of rent payment methods to be offered subject to VFM appraisal	SM	Sep 06	<ul style="list-style-type: none"> <li>• Currently no new methods exist that are not already offered</li> </ul>		<p></p> <p>-</p>	-
A	Re-enforce a value for money culture company-wide through delegation of budgets within pre-set limits	GR/IH	Dec 06	<ul style="list-style-type: none"> <li>• On completion of budget review, re-issue budget book</li> <li>• GR/IH to train staff on delegated budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Revised budget books are about to be re-issued.</li> </ul>	<p></p> <p></p>	80%
G	Conduct a review of VFM utilising KLOES and report on the outcome to the Board	GR	Dec 06	<ul style="list-style-type: none"> <li>• Results of findings to 19<sup>th</sup> October Board</li> </ul>		<p></p> <p>-</p>	10%
C	Complete market testing of services in accordance with the procurement plan and taking account the results of the VFM challenge	GR	Jan 07	<ul style="list-style-type: none"> <li>• Determine contract packaging / works value by</li> <li>• Issue OJEU</li> </ul>	Data is being collated for benchmarking purposes in relation to this task.	<p></p>	5%



				notice, both by end August			
D	Identify a schedule of rates job costing for responsive repairs	GR/TL	Jan 07	<ul style="list-style-type: none"> <li>Confirm if partnering or SOR contract</li> <li>Compile contract specifications by October</li> </ul>	Stakeholder group established. Site visit undertaken and meeting with RSL's and contractprs	G	50%
						G	-
E & F	Carry out a review of services that can be provided to external business	GR	Jan 07	<ul style="list-style-type: none"> <li>Agree options by end of June 06</li> <li>Incorporate into Business Plan and Strategy</li> </ul>	Completed task.	G	100%
						-	-
B	Conduct full service reviews across the business	GR	Feb 07	<ul style="list-style-type: none"> <li>Prioritise and timetable reviews by May 06</li> <li>Initiate stores VRM review by August</li> </ul>	Appointed Profit Focus Group and already undertaking work on site	G	20%
						G	-






<b>3</b>	<b>Staff</b>
<i>Strategic Objectives</i>	To lead and motivate a team of staff capable of delivering South Lakes Housing's objectives.
<b>Key Outcomes</b>	
A	HR strategy developed that contributes effectively to strategic priorities
B	New pay and benefits structure that motivates employees
C	Employees with appropriate skills, abilities and commitment through training and recruitment
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
A	Issue Employee handbook	SAB	April 06	<ul style="list-style-type: none"> <li>Approval required by HR Committee</li> </ul>	The draft has been approved by HR Committee, final alterations are being completed, it should be available to staff soon	<b>R</b>	95%
	Complete and implement a review of SLH staffing structure	PT	April 06	<ul style="list-style-type: none"> <li>Senior Management Team appointed April 06</li> </ul>	Complete	<b>G</b>	100%
C	Implement new pay and benefit structure	PT	July 06	<ul style="list-style-type: none"> <li>Carry out negotiations</li> </ul>	<ul style="list-style-type: none"> <li>Results of negotiations being presented to staff</li> </ul>	<b>G</b>	50%

				with relevant unions	<ul style="list-style-type: none"> <li>group on 5<sup>th</sup> July</li> <li>Final details can now be presented to Unison &amp; GMB</li> </ul>		
A	Complete the review of HR policies and processes	SAB	Sept 06	<ul style="list-style-type: none"> <li>A rolling programme of HR policy development is underway, with policies going to the staff group than HR committee for approval.</li> </ul>	<ul style="list-style-type: none"> <li>This is also being assimilated into the Quality System.</li> </ul>		70%
B	Introduce a management development and supervisors programme across the business	SAB	Mar 07	<ul style="list-style-type: none"> <li>Identify staff that require training</li> <li>Identify future training needs of the business</li> </ul>	Discussions are taking place with Business Link to develop a training scheme and discuss possible funding opportunities		25%
B	Update and Develop the Performance Appraisal system for all employees	SAB	Mar 07		(As above – several tasks have been grouped together, to achieve the best results)		20%

<b>4</b>	<b>Information Technology</b>	
<i>Strategic Objectives</i>	To develop and implement accountability to and effective communication with tenants, leaseholders and other key stakeholders including electronic service delivery	
Key Outcomes		
A	Produce IT Strategy	
B	Create more integration of systems	
C	Develop interactive services that incorporate e-government principles	
D	Introduce remote links for staff to achieve flexible working and more responsive services	
E	Improve value for money and quality of ICT and all services	
Key Actions		



		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
A	Develop policy and strategy documents to support the ICT strategy for the business as a whole	SAB	Aug 06	<ul style="list-style-type: none"> <li>Draft policies need to be developed</li> </ul>	Work has commenced on the development of the policies and strategies		20%
B	Centrally host all software packages	SAB	June 06	<ul style="list-style-type: none"> <li>Identify all relevant software to be</li> </ul>	Implementation is currently underway and should be complete by the end of May		100%

				hosted centrally			
B	Source and select a new accounting system	SAB/GR	Apr 07	<ul style="list-style-type: none"> <li>Review the different options available, identify appropriate finance and compliability with our operating systems</li> </ul>	Expression of Interest note can now be advertised.		5%
C	Bring SLH into line with current e-government requirements	SAB	Dec 06	<ul style="list-style-type: none"> <li>Look into the possibilities of broadband and other inclusive technology</li> </ul>	SLH already have auto-pay and a website. Discussions are taking place with SLDC on other options		45%
D	Adopt home working policy	SAB	Dec 06	<ul style="list-style-type: none"> <li>Seek approval from the Staff group and HR committee</li> <li>Implement the policy</li> </ul>	HR committee approved in April 2006		50%
D	Source and select a provider of handheld devices for remote working	SAB	Jan 07	<ul style="list-style-type: none"> <li>Review the different options available and compliability with our operating systems</li> </ul>	Representative attended the Housing Conference (20 <sup>th</sup> June) to identify possible providers to review costs and options		5%
C & E	Strengthen partnership working with SLDC on ICT issues	SAB	Feb 07	<ul style="list-style-type: none"> <li>Open negotiations with SLDC</li> </ul>	This task has been completed, we now have a Service Level Agreement (SLA) in place with SLDC		100%

<b>5.</b>	<b>Access and Customer Focus</b>
<i>Strategic Objectives</i>	<p>To respect diversity and promote equality of opportunity in relation to all aspects of the ways in which SLH is run and delivers its services;</p> <p>To develop and implement accountability to and effective communication with tenants, leaseholders and other key stakeholders including electronic service delivery</p>
<b>Key Outcomes</b>	
A	Achieve DDA Compliance of SLH Service outlets
B	Broaden the ways in which our customers can access our services
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
A	Complete a corporate customer satisfaction review, across all aspects of service delivery and recommend an improvement plan based on the findings	SAB	Dec 06	<ul style="list-style-type: none"> <li>Identify our corporate customers, devise satisfaction survey questions, issue survey, compile results and report findings</li> <li>Results expected roughly in September</li> <li>Publilise findings</li> </ul>	The BVPI Status Survey is due to be sent to Tenants, final details on the survey are being discussed. We are currently awaiting the appointment of contractors by the consortium.	<b>G</b>	5%



Summary & Progress

B	Improve service access options through providing customers with text messaging and integrated call centre facility	SAB	Apr 06	<ul style="list-style-type: none"> <li>Purchase the appropriate technology</li> </ul>	Completed May 2006		100%
	Ensure all service outlets are DDA compliant	SAB	Apr 06	<ul style="list-style-type: none"> <li>Discuss options available with our Landlord SLDC, as properties in Conservation Areas and are Listed Buildings.</li> </ul>	A lift has now been installed in the Ulverston Office, a telephone and drop down desk have been introduced in Ambleside		100%
B	Invest in remote working IT equipment, identify pilot group, trail and evaluate project, roll out to rest of business	SAB	Apr 07			-	-
A	Complete a full review of area offices outlet options including potential partnership arrangements with SLDC and other agencies	SAB	Dec 06	<ul style="list-style-type: none"> <li>Investigate options for each area and report on findings</li> </ul>	Reviews are currently ongoing	-	-


<b>6</b>	<b>Equality and Diversity</b>
<i>Strategic Objective</i>	To respect diversity and promote equality of opportunity in relation to the way SLH is run and its services delivered
<b>Key Outcomes</b>	
A	Compliance with the Council for Racial Equality Code of Practice
B	SLH Race Equality scheme produced
C	Develop understanding of local community needs and issues
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing	% Complete
A	Complete systems/for monitoring ethnic minorities and vulnerable tenants	LM	June 06	<ul style="list-style-type: none"> <li>Target those tenants where information is missing, via form and by the telephone</li> </ul>	Duplicated forms have been issued. Where we have telephone numbers Tenants are being rung and the information gathered over the phone. This has also been beneficial in updating other information on our Housing Management System.	<b>G</b>	80%
A	Carry out risk assessment over ED	HL	Oct 06	<ul style="list-style-type: none"> <li>Report will be</li> </ul>			



Summary & Progress

	performance			taken to the Policy Committee on October 30th			
B	Review needs and produce project plan for Race Equality Scheme	HL	Oct 06	<ul style="list-style-type: none"> <li>A report will need to be taken to the Management Team by the start of October</li> </ul>		-	-
	Carry out equality impact and needs/requirement process	HL	Oct 06	<ul style="list-style-type: none"> <li>A report will need to be taken to the Management Team by the start of October</li> </ul>		-	-
C	Partnership work to establish South Lakes Multi-Cultural Forum	HL	Dec 06			-	-
C	Partnership work on a "Day with a Difference" project	HL	Dec 06			-	-
	Develop training programme to support Equality Standard and Race Equality Scheme	HL	Apr 07	<ul style="list-style-type: none"> <li>Identify relevant funding</li> <li>Identify trainer</li> </ul>	Discussions are taking place with Business Link to develop a training scheme and discuss possible funding opportunities, this is linked to tasks in Governance		20%
	Contribute to LSP/SLDC Community Involvement work	HL	Apr 07	<ul style="list-style-type: none"> <li>Attend LAA awareness</li> <li>Attend LSP in August</li> </ul>			50%

<b>7.1</b>	<b>Stock Investment</b>					
<i>Strategic Objectives</i>	<p>To carry out a programme for improving and maintaining the existing stock of homes to the Decency Standard prior to 2010, evolving new forms of procurement and partnership working.</p> <p>Contribute to sustainable community development, environmental and economic regeneration of the District.</p>					
<b>Key Outcomes</b>						
A	Proportion of non decent homes reduced by delivery of Decent Homes programme on time and within budget					
B	Average SAP rating (energy efficiency) improved					
C	Satisfaction levels for improvement works improved and monitored					
E	Services offered to leaseholders and owner-occupiers					
<b>Key Actions</b>						





		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
E	Ensure that leaseholders and owner occupiers are included in external works offered under Decent Homes Programme	TW/SD	Apr 06	<ul style="list-style-type: none"> <li>Identification of owner/occupiers and leaseholders on</li> </ul>	Ongoing, as work commences on estates, letters are issued to owner/occupiers and leaseholders.		100%

## Summary &amp; Progress

				estates. Issue offer letter to those identified.			
C	Undertake a survey and report on customer satisfaction with the DHP programme and propose improvements where necessary	SD	Aug 06	<ul style="list-style-type: none"> <li>Provide each tenant with a satisfaction survey when work has been completed. Provide regular updates on results to SLH Board &amp; SLDC. Discuss findings/issues with the Customer Focus Group</li> </ul>	<p>The pilot contract (Rinkfield) has been completed and the results were published in April.</p> <p>Results are discussed monthly by the Customer Focus Group</p> <p>46 Survey forms have been returned from Kirkbarrow (15%), and 6 from Sandylands.</p> <p>This programme will run until 2009.</p>		
A	Complete DHP works in accordance with a strategic cost plan and programme for 2006/07	DS	Mar 07	<ul style="list-style-type: none"> <li>Monitor actual snapshot of costs provided by John Davies against Strategic Plan</li> </ul>	A revise programme has been issued and is currently on schedule	-	-
B	Complete 2006/07 programme for heating and energy efficiency installations	DS	Mar 07		This work is currently part of the DHP works programme		

<b>7.2</b>	<b>Responsive Repairs</b>
<i>Strategic Objective</i>	To deliver good quality, safe, secure, affordable homes to all tenants
<b>Key Outcomes</b>	
A	Maintain top quartile performance in all aspects of response maintenance
C	Demonstrate competitiveness of internal service provision when compared with external providers
D	Expand business to deliver services externally in order to generate additional income
E	Reduce reliance on external contractors by increasing in house skills
F	Support economic regeneration by providing training opportunities for young people
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing	% Complete
F	Enhance apprentice training programme using funding from DHP	DS/GR	Oct 06	<ul style="list-style-type: none"> <li>Hire apprentices</li> </ul>	To date Bramalls have taken on three apprentices, SLH have taken on one.	<b>G</b>	100%
	Complete procurement options appraisal	GR	Oct 06	<ul style="list-style-type: none"> <li>Draft proposals will be taken to Finance &amp; Procurement</li> </ul>		-	-



				Committee on September 25th.			
E	Review in-house training provision of in-house staff and recruitment needs	TL	Dec 06	<ul style="list-style-type: none"> <li>Devise a rolling programme of training and identify those staff which require training</li> </ul>	The Repairs Operations Manager has developed a rolling programme		75%
C	Market test voids and responsive repairs service	GR	Jan 07	<ul style="list-style-type: none"> <li>Compile Benchmark information</li> <li>Design Contract</li> <li>Issue OJEU notice</li> </ul>	BVPI and benchmarking information is being compiled		10%
	Increase the proportion of batched repairs	TL	Mar 07	<ul style="list-style-type: none"> <li>Target rural areas which will realise the most savings</li> </ul>	Areas tend to be targeted when teams have a quiet spell		25%
C	Produce profit & loss accounts for each defined area	GR	Aug 06		The budgets have been set and the codes refined in the Sheltered Areas		10%




<b>8.</b>	<b>Allocations, Lettings, Void Management</b>
<i>Strategic Objectives</i>	<p>To deliver good quality, safe, secure, affordable homes to all tenants</p> <p>To work in work in partnership with the Council, tenants and leaseholders and other organisations to deliver good quality, value for money services to tenants and leaseholders;</p>
<b>Key Outcomes</b>	
A	Expand choice in allocations
B	Improve value for money of void management through partnership
C	To encourage re-use in the community through the void management process
D	Improve customer satisfaction with lettings process
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
B/C	Recycle furniture left in void properties in partnership with Community Action Furness	DS	Oct 06		Discussions have taken place with Cumbria Action Furness as to viability, and the probability of them opening a Lakes Depot to operate in the South Lakes Area	This task is reliant on the Lakes Base being developed, no response todate.	-
A/D	Introduce choice based lettings scheme (CBL)	DS/LH	Apr 07	<ul style="list-style-type: none"> <li>Devise draft CBL scheme</li> <li>Carry out constultations on</li> </ul>	A draft CBL scheme has been prepared and the		



				<p>draft scheme</p> <ul style="list-style-type: none"> <li>• Seek approval from SLDC to implement CBL. Prepare Housing Management System for hosting CBL</li> <li>• Train all relevant staff on new procedures, publicise new procedures</li> <li>• Revise all housing applications</li> </ul>	consultation process is underway	-	-
A/D	Introduce common housing register	DS/ LH	Apr 07	<ul style="list-style-type: none"> <li>• Develop a regional agreement with other housing providers, agree on the options available, identify funding to provide the management system for the register and apply for the funding.</li> </ul>		-	-
B	Offer allocations service to local RSL's	DS/ LH	Apr 07	<ul style="list-style-type: none"> <li>• (This task is linked to the above task)</li> </ul>		-	-



<b>9</b>	<b>Tenancy Management: Anti-Social Behaviour/Estate Management</b>
<i>Strategic Objective</i>	<p>To contribute to environmental improvements and the reduction of anti-social behaviour in order to create safe, attractive places to live in.</p> <p>Contribute to sustainable community development, environmental and economic regeneration of the District.</p>
<b>Key Outcomes</b>	
A	Provide consistent high standards of maintenance, cleanliness, safety and security on estates throughout the District and monitor tenant satisfaction
B	Take a proactive approach to increasing security and 'designing out 'crime to communal areas
C	Review and update tenancy agreement
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
A	Introduce home contents insurance scheme for tenants	DS/ SD	June 06	<ul style="list-style-type: none"> <li>Publicise in newsletter</li> <li>Staff will attend Training sessions in May</li> <li>The scheme will come into operation in June</li> </ul>	An article has appeared in newsletter Training sessions took place on 17 <sup>th</sup> May		90%
B	Identify environmental works for Decent Homes Programme	DS	Jun 06	<ul style="list-style-type: none"> <li>Area panels have received a budget</li> </ul>	Ideas from the Tenants are being sought as to what they would like the		50%

					money spending on		
C	Revise and update tenancy agreement in line with policy changes	SH	Feb 07	<ul style="list-style-type: none"> <li>• Prepare draft tenancy agreement</li> <li>• Seek approval from SLDC to draft agreement</li> <li>• Consultation with tenants</li> <li>• Implementation</li> </ul>	The draft agreement is being prepared and current legislation changes incorporated		10%
A	Identification of youth needs, to assist in the reduction of anti-social behaviour	LH		<ul style="list-style-type: none"> <li>• Attendance at regular Crime &amp; Reduction Partnership Meetings.</li> <li>• Identification of appropriate sites for multi use games areas and the available funding</li> </ul>	<p>A series of football events named 'Kick Off' are underway with the finals on 27<sup>th</sup> July. The Partnership including SLDC, Police, Westmorland Football Assoc., and Young Cumbria have received funding for three years.</p> <p>A report is being taken to the Crime &amp; Disorder Reduction Partnership on 21<sup>st</sup> July to seek agreement to a 3 year plan.</p>	 	


<b>10.</b>	<b>Resident Involvement</b>
<i>Strategic Objectives</i>	<p>To develop and implement accountability to and effective communication with tenants, leaseholders and all other key stakeholders</p> <p>Contribute to sustainable community development, environmental and economic regeneration of the District.</p> <p>To be in the top quartile on all areas of tenant satisfaction and performance</p>
<b>Key Outcomes</b>	
A	Implement programme of quality checks on service to be carried out by tenants
B	Broaden the range of customers who engage with SLH
C	Create partnerships with other agencies/volunteers to engage with hard to reach/very rural groups
D	Benchmarking of costs
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
B/C	Deliver Hard to Reach Action Plan	SD	Oct 06	<ul style="list-style-type: none"> <li>This document will be merged into the Community Plan</li> </ul>	Project introduction through the mobile library has commenced		30%
D	Produce cost comparisons to identify how SLH compares with others in	SD	Oct 06	<ul style="list-style-type: none"> <li>Use Housemark to Benchmark with other</li> </ul>	Two other organisations have agreed to		20%


	terms of resident involvement			organisations, Cumbria Housing Training Group <ul style="list-style-type: none"> <li>• Compile results and report to Board</li> </ul>	participate in Benchmarking		
A	Extend tenant quality checks throughout service	SD	Sep 06	<ul style="list-style-type: none"> <li>• Full training will be given to Tenants</li> </ul>			50%
A/B	Carry out status survey of SLDC tenants	SD	Sept 06	<ul style="list-style-type: none"> <li>• Define specification required</li> <li>• Seek quotes / contract</li> <li>• Attach our preferred questions</li> <li>• Advise Tenants</li> <li>• Review results and publicise</li> </ul>	Awaiting appointment of contractors by consortium		10%

<b>11.</b>	<b>Leasehold Management and RTB</b>	
<i>Strategic Objectives</i>	<p>To work in partnership with the Council, tenants and leaseholders and other organisations to deliver good quality, value for money services to tenants and leaseholders</p> <p>To develop and implement accountability to and effective communication with tenants, leaseholders and all other key stakeholders</p>	
<b>Key Outcomes</b>		
A	Provide leaseholders consistently with up-to-date and accurate information and monitor satisfaction	
B	Issue individually tailored leaseholders bills and statement of account annually	
C	Support and develop activities of leaseholder forum	
D	Agree with leaseholders the performance standards to be monitored and report variances	
<b>Key Actions</b>		

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
B	Establish guidelines for recording leaseholders repair/maintenance works to ensure billing process is efficient	DS/TW	Sept 06	<ul style="list-style-type: none"> <li>The Quality Manager will meet with the repairs team &amp; Leasehold Manager to discuss</li> </ul>	A more realistic end-date would be November.	-	-


C	Develop and improve the use of district-wide Leasehold Surgeries	SM/SD	Sep 06	<ul style="list-style-type: none"> <li>Review of operation of leaseholder surgeries</li> </ul>	A decision has been reached to combine these with the Leaseholder Club meetings to achieve a better response.	-	-
A	Carry out leasehold satisfaction survey	SM	Jun 07	<ul style="list-style-type: none"> <li>The satisfaction survey will be carried out in December</li> </ul>	The 2005 survey produced a limited response so methods are being reviewed to improve the response rate.	-	-
D	Produce annual performance report for the Leasehold service	LM	June 07	<ul style="list-style-type: none"> <li>Gather performance statistics</li> </ul>	The Report will be presented at their next meeting		100%

<b>12.</b>	<b>Housing Income Management</b>
<i>Strategic Objectives</i>	<p>To work in partnership with the Council, tenants and leaseholders and other organisations to deliver good quality, value for money services to tenants and leaseholders</p> <p>To develop and implement accountability to and effective communication with tenants, leaseholders and all other key stakeholders</p> <p>To become financially viable, minimising risk and generating new sources of income</p>
<b>Key Outcomes</b>	
A	Maximise rent income and reduce tenant debt
B	Achieve top quartile performance on rent collection and arrears collection
C	Widen the current methods of payment available to tenants and increase take up of value for money options
D	Ensure value for money is demonstrated across rent collection service
<b>Key Actions</b>	

	Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
A	Action changes prescribed by ODPM in respect of Rent Restructuring	DS/ SM	May 06		Completed	 100%

D	Carry out cost/benefit analysis of the door to door rent collection service	DS/ SM	Dec 06	<ul style="list-style-type: none"> <li>• Collate all data needed to identify true costs by September</li> <li>• Report finding to October Board and Finance &amp; Procurement Meeting</li> </ul>		-	-
A	Resolve existing anomalies created by Supporting People grant	SM	Jan 07		Progress will be dependant on manpower resources	-	-
B	Introduce alternative methods of arrears recovery (eg text messaging)	DS	Jan 07			-	-

<b>13.</b>	<b>Sheltered Housing</b>
<i>Strategic Objectives</i>	<p>To respect diversity and promote equality of opportunity in relation to all aspects of the ways in which SLH is run and delivers its services</p> <p>To deliver good quality, safe, secure, affordable homes to all tenants</p> <p>Contribute to sustainable community development, environmental and economic regeneration of the District.</p>
<b>Key Outcomes</b>	
A	Achieve Level A Quality Assessment Framework Compliance for Supporting People
B	More value for money delivery of sheltered housing services
C	Extend the use of dispersed alarms
<b>Key Actions</b>	

		Lead officer	End date	Milestones	Progress to date	How are we doing?	% Complete
C	Introduce Telecare system to residents of South Lakeland	GA	Jul 06	<ul style="list-style-type: none"> <li>Decide on level of involvement</li> <li>Agree arrangements with Cumbria County Council for implementation</li> </ul>	Telecare is due to commence in July 2006 throughout Cumbria and SLH have agreed to provide the service in South Lakeland		100%

	Provide benchmarking costs for sheltered housing	GA	Aug 06	<ul style="list-style-type: none"> <li>Investigate possible avenues such as Housemark, Supporting People and the Cumbrian Group of Authorities.</li> </ul>	Discussions are taking place; Supporting People have agreed to provide some information.	<b>G</b>	15%
B	Adopt plan to deal with remaining sheltered housing bedsits	DS	Dec 06			-	-
A	Meet all requirements of QAF and arrange assessment	GA	Apr 07	<ul style="list-style-type: none"> <li>Arrange assessment, achieve Level B</li> </ul>	Level C has been awarded in April 2006, work has commenced on Level B, which we hope to achieve in April 07	<b>G</b>	10%
B	Renew alarm call system at one sheltered housing scheme	GA	May 07	<ul style="list-style-type: none"> <li>Purchase equipment and arrange for installment</li> </ul>	The equipment will be installed in Fell Close, Ulverston in May 2007.	-	-