









**A2DOMINION SOUTH INSPECTION IMPROVEMENT PLAN**

| No.  | Audit Commission Recommendation  | AC target date | What we will do   | Lead officer                  | Resident Scrutiny Mechanisms - updated 13.7.10   | Milestones (M) and Targets(T) to meet recommendation  |   | Progress Update - updated 13.7.10   |
|--|--|----------------|---|-------------------------------|--|---|---|---|
| <b>KEY: CSIG - Customer Services Improvement Group; PSIG - Property Service Improvement Group; REG - Residents' Executive Group; CSC - Customer Services Committee; CPL - Connaught Partnership Limited; KPI - Key Performance Indicator</b> |  |                |   |                               |  |   |   |   |
| ✓  | task, milestone or activity completed  |                |   | ↑                             | performance improving towards target   |   |   |   |
| <b>Recommendation 1: Improve outcomes for tenants in the services inspected by:</b>  |  |                |   |                               |  |   |   |   |
| 1.1  | <ul style="list-style-type: none"> <li>improving the management and performance of complaints handling;</li> </ul> | June 2010      | <ul style="list-style-type: none"> <li>Implement new complaints procedure agreed with residents</li> <li>Improve complaints response times</li> <li>Ensure complaints response letters are of a consistent and high quality</li> <li>Involve residents in checking the quality of replies to complaints</li> <li>Improve feedback to residents on actions undertaken as a result of complaints</li> <li>Publish annual summary of number and nature of residents' complaints</li> </ul> | Alan Hill with David Lingeman | Complaints Action Plan developed and owned jointly by residents and staff at CSIG. Quality Assurance programme ensures routine testing by trained resident checkers. CSIG to monitor and report future performance to CSC for a minimum 12 month period. | <ul style="list-style-type: none"> <li>T: 85% of complaints acknowledged in one working day - June 2010</li> <li>T: 65% of complaints closed within 10 working days - June 2010 (we will then revise our target upwards)</li> <li>M: Train staff to write better letters - starting Jan 2010</li> <li>M: Set up response letter scoring system - March 2010</li> <li>M: Train residents to score response letters - May 2010</li> <li>M: Set realistic targets for satisfaction with complaints handling - April 2010</li> <li>T: Annual summary of complaints on residents' website - June 2010</li> </ul> | <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul> | <ul style="list-style-type: none"> <li>Staff resources have been increased and targets are being consistently met and sustained.</li> <li>Targets now being met and need to be sustained.</li> <li>Complete - targeted training plan in place</li> <li>Completed plus internal letter audits introduced.</li> <li>Completed with rolling programme of resident quality assurance in place.</li> <li>Complete. Targets set as 2010/11 = 50; 2011/2 = 55; &amp; 2012/13 = 60. Early signs of increased satisfaction with complaints handling from 12% at lowest point to in 36%, 57% and 47% in the last three months (latest available march - may), with may's figures based on considerably better returns (75)</li> <li>Completed. Rather than wait till June and do annually, the latest complaints figures have been published on the website and will be updated routinely. In addition complaints figures will form part of the new annual residents' report being introduced for October each year.</li> </ul> |

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| 1.2 | <ul style="list-style-type: none"> <li>advertising to tenants arrangements for compensation procedures for service failure and flexible repair appointment slots</li> </ul> |                | <ul style="list-style-type: none"> <li>Publicise compensation scheme on every repairs order</li> <li>Include compensation scheme details in gas servicing leaflet (already in repairs leaflet)</li> <li>Advertise to tenants the choice of repair appointment slots in newsletter</li> </ul> | Emma Solomons<br><br>with Alan Hill<br><br>Emma Solomons<br><br>Emma Solomons | Both CSIG and PSIG have been involved in agreeing compensation arrangements . PSIG has been the primary forum for developing the phased introduction of appointment slots and will monitor and report progress to CSC for a minimum 12 month period. | <ul style="list-style-type: none"> <li>T: Survey results analysed</li> <li>T: Mystery shopping results</li> <li>T: Compensation procedures published on all works orders - March 2010</li> <li>T: Compensation procedures published on residents' website - March 2010</li> </ul> | <ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> </ul> | <ul style="list-style-type: none"> <li>Piloting 8am-8pm weekdays and 9am-12pm on Saturdays with aim of going Group-wide, possibly as early as the Autumn. Mystery shopping undertaken to test pilot service.</li> <li>Completed - standard phrase referring to compensation scheme introduced on repairs order confirmation letters.</li> <li>Completed - compensation promotion now on website.</li> <li>New compensation leaflet drafted for publication and other references being checked for consistency.</li> <li>Article in most recent newsletter</li> </ul> |

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| 1.3 | • developing comprehensive measurable service standards with tenants for all service areas     |                | • Review standards with PSIG and others   | Fiona Cornell                        | PSIG approved the process for quality spot checks of repairs and service standards for all property services. The Customer Services Committee is overseeing a group wide programme of work to review operational standards and develop local offers led by the relevant SIGs and with wider resident consultation to take place over the summer. | • M: Research best practice in service standards - March 2010<br>• T: New measurable standards published with monitoring framework in place - June 2010   | ✓                   | Property Service Improvement Group has reviewed the Home standards. Meanwhile more comprehensive consultation is underway which will test PSIG's conclusions as part of the Group-wide review of standards takes place in 10/11 in consultation with residents in line with new Tenant Services Authority regulations. |
| 1.4 | • strengthening the approach to asset management and links into the responsive repairs service |                | • Share details of planned maintenance programme with contractors and brief operatives and key staff<br><br>• Publicise planned maintenance programme to tenants, making available online | David Lingeman<br><br>David Lingeman | PSIG has progressed this work and will continue to monitor and report progress to CSC for a minimum 12 month period.   | • M: Pilot property MOT's in South region - April 2010<br>• T: Routine adjustments to planned maintenance programme as a result of MOT's - June 2010<br><br>• T: Planned maintenance programme on residents' website - May 2010 | ✓<br><br>✓<br><br>✓ | Complete - Planned maintenance programme for South region now published on website at <a href="http://www.a2dominion.co.uk/rte.asp?id=376">http://www.a2dominion.co.uk/rte.asp?id=376</a> and accessible to CPL.<br><br>MOT pilot underway.<br><br>Complete, as above.   |
| 1.5 | • increasing multi-skilling within the repair contractor's workforce                           |                | • CPL to analyse joint skills most often required (eg electrician to make good damage to plaster) and target training and instructions accordingly  | David Lingeman                       | PSIG, surgeries and other customer feedback all identified the need to improve 'first time fix'. PSIG oversees implementation of improvements to the repairs services and will continue its scrutiny role long term, reporting to the CSC.   | • M: Jobs analysis complete<br>• M: Secondary skills of CPL operatives profiled and available to repairs call-handlers - March 2010<br><br>T: First-time fix rate up to 75% in KPIs - April 2010                                | ✓<br><br>✓<br><br>✓ | CPL have completed analysis.<br><br>Information on secondary staff skills uploaded onto Conntorl for their staff to access.<br><br>Target met/exceeded and will be monitored to ensure it is sustained.  |

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| 1.6 | <ul style="list-style-type: none"> <li>ensuring the approach to post inspections is robust and that outcomes are effectively informing contract management and tenant feedback</li> </ul> |                | <ul style="list-style-type: none"> <li>Increase programme of post-inspection checks and surveys</li> <li>Develop a risk-based approach and guidance on how to select repairs for post-inspection</li> <li>Develop robust arrangements for storing post-inspection data on IT system</li> <li>Routinely use the results of post-inspections to help manage the repairs partnering contract</li> <li>Ensure effective performance management of Connaught through a structured approach to contract meetings, the use of performance data, and by implementing the framework of penalties and incentives</li> <li>Routinely feed back to tenants the outcomes for them of post-inspections</li> </ul> | <p>Emma Solomons</p> <p>Emma Solomons</p> <p>Emma Solomons</p> <p>Emma Solomons</p> <p>David Lingeman</p> <p>David Lingeman</p> | <p>PSIG have been involved in developing a quality 'spot check' proposal and will continue to be involved in monitoring the implementation of post-inspections.</p> | <ul style="list-style-type: none"> <li>T: 10% post-inspection checks and surveys</li> <li>T: Evidence that post-inspections include repairs where tenant has expressed dissatisfaction in survey</li> <li>M: Guidance on selection of repairs for post-inspection</li> <li>T: Quarterly records of penalties and incentives - April 2010</li> <li>T: Fortnightly A2D / CPL Operational meeting to address results of post-inspections, with exceptions being reported to the A2D / CPL Project Board</li> <li>T: Evidence of lessons learned</li> <li>T: Outcomes of post-inspections reported to PSIG - June 2010</li> </ul> | <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> | <p>Target achieved/exceeded and sustained, additional surveyor due to start 10.5.2010.</p> <p>Process revised to ensure negative feedback now used to inform complaints logging and/or inspection programme.</p> <p>Completed</p> <p>Agreement reached with CPL for contract payments conditional on a number of operational and IT requirements being met.</p> <p>Monthly joint operations meeting and monthly joint strategic meeting now routinely look at trends based on KPIs, 20% post-work inspections and customer feedback.</p> <p>Evidence available.</p> <p>Completed &amp; ongoing.</p> |

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| 1.7  | • ensuring satisfaction survey information feeds into service improvement   |                | <ul style="list-style-type: none"> <li>CSIG and PSIG to action and monitor the recommendations in the Quarterly Customer Services Performance Reports</li> <li>Improve feedback to residents on actions undertaken as a result of surveys</li> </ul>   | David Lingeman<br>Lorna Anderson<br><br>David Lingeman<br>Lorna Anderson         | CSIG will be the main forum for overseeing this work with PSIG having some input for repairs and gas servicing surveys.  | <ul style="list-style-type: none"> <li>T: Reports on CSIG and PSIG agendas, and actions monitored in CSIG and PSIG improvement plans</li> </ul>  | <br><br>   | Performance reports now feature on Service Improvement Group agendas with work to ensure actions arising from survey findings are built into SIG improvement plans where appropriate. Customer Services Committee receive survey information in quarterly customer services report.<br><br>Early feedback is given to officers to respond to rather than them have to wait for formal analysis and reports.  |
| <b>Recommendation 2: Strengthen the approach to equality and diversity in the services inspected by:</b> |   |                |  |  |  |  |  |  |
| 2.1  | • developing a comprehensive understanding of the tenant profile and use information to ensure services are accessible and meeting need | July 2010      | <ul style="list-style-type: none"> <li>Complete Customer Profiling project, reviewing how we request the data to minimise duplication, whilst increasing the amount of data that we hold</li> <li>Review Community Mapping action plan with residents</li> <li>Implement Community Mapping Action Plan</li> <li>Run a "You said, We did...." promotional campaign</li> </ul> | Kamaran Rasheed<br><br>Kamaran Rasheed<br>Kamaran Rasheed<br><br>Kamaran Rasheed | CSC is the lead forums for repairs and resident involvement respectively. CSC requested a progress review of the community mapping project and the associated communications plan at their last meeting. Residents' feedback (various sources but including CSC) has shaped the way in which we ask for the data and give feedback on its use. | <ul style="list-style-type: none"> <li>T: 85% of tenants' data collected - July 2010</li> <li>M: Publish details of how services adapted to residents' needs</li> </ul>  | <br><br><br><br><br> | Target exceeded with revised targets set for next three years.<br><br>Action Plan reviewed by Customer Services Committee and there will be consultation from time to time with other resident bodies including the Diversity Forum. Proposals for A2D Tenant Loyalty Scheme will require tenants to have provided profile data to be eligible for membership. Plan being implemented.<br><br>Achievements being promoted as part of a long term Communications Plan. Progress reported to CSC in May.   |
| 2.2  | • ensuring that the profile of involved tenants reflects the views and needs of all tenants   |                | <ul style="list-style-type: none"> <li>Survey uninvolved residents and use results to review resident involvement structure, appointments, and targets for improvement</li> <li>Establish diversity panel of residents</li> </ul>  | Tamsin Harper<br><br>Tamsin Harper   | CSC will review the profile of involved residents at least once a year.  | <ul style="list-style-type: none"> <li>M: Under-represented groups identified</li> <li>M: Targeted recruitment using community mapping data</li> <li>T: Profile of involved residents representative of regional resident population - July 2010</li> <li>T: Diversity panel established - April 2010</li> </ul> | <br><br>   | Larger surveys (Development, Gas, Customer Service and Lettings) now include standard question about willingness to get involved, with relevant names forwarded to CI team to follow up and we are evidencing any subsequent involvement. Analysis used to help determine target groups.<br><br>Diversity Panel established with approximately 150 residents (>70 from South).<br><br>Other progress - Events planned throughout the year with team to recruit additional residents. Proposals for A2D Tenant Loyalty Scheme (subject to approval) include incentives for involvement. |

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| 2.3   | • monitoring and report against the six diversity strands and address the findings.  |                | • Ensure future performance data reported is analysed by all six strands and that the findings are addressed   | Julie Alexander   | The Diversity Champions Group has overall responsibility for reviewing diversity data, with SIGs (including PSIG) routinely receiving the customer insight information relevant to their services. Local Offers will consider the extent to which services need to be tailored to specific resident needs. | <ul style="list-style-type: none"> <li>• T: Monitoring by Diversity Champions' Forum</li> <li>• T: Reports</li> <li>• T: Improvement priorities set, based on analysis of results</li> </ul>   | ✓              | Key service areas continue to be monitored around the six (now seven) strands and from 2010, performance is reported to the Diversity Champions Forum and Operational Management team with targeted information to staff and Service Improvement Groups. Data collection systems in place and are in use although development work will be needed to ensure contractors other than CPL can also access data. Work to embed good practices and give feedback to residents has been developed and continues. Property Services are prioritising access monitoring. |
| <b>Recommendation 3: strengthen the approach to value for money by:</b> |  |                |  |   |  |  |                |  |
| 3.1   | • developing the approach to benchmarking and its use in the assessment of value for money                                 | May 2010       | <ul style="list-style-type: none"> <li>• Complete Housemark repairs cost benchmarking</li> <li>• Benchmark repairs partnering costs with other Connaught customers</li> <li>• Use benchmarking club to compare some resident involvement costs and services. Priorities to be set by residents.</li> </ul> | David Lingeman<br><br>David Lingeman<br><br>Tamsin Harper | SIGs, TEGs and CSC received appropriate benchmarks as a routine part of the performance reports. 'Passport to involvement' helps develop residents' ability to scrutinise information and challenge performance. New to the programme this year will be a value for money module.                          | <ul style="list-style-type: none"> <li>• M: Housemark scenario reports</li> <li>• M: Benchmarks (to include 3-star rated Notting Hill Housing and G15 where available)</li> <li>• M: Analysis of best performers</li> <li>• M: Value for Money Review of repairs partnering contract - to commence May 2010</li> </ul> | ✓<br><br><br>✓ | Last year's data loaded onto housemark and G15 benchmark results being used to help inform review of repairs costs, negotiations with CPL and contingency planning. Housemark workshops undertaken in which managers and staff learned more about how to use results to improve understanding of VFM as well as improving data collation for next year.<br><br><br>Paper on Resident Involvement VFM and KPIs presented at April meeting of South REG.   |
| 3.2   | • agreeing with tenants a procedure for the recovery of rechargeable repairs costs   |                | • Complete and introduce procedure in consultation with residents  | David Lingeman  | PSIG was the forum for agreeing the procedure and will continue to monitor and report progress to CSC.   | • T: Procedure agreed by PSIG - February 2010  | ↑              | PSIG have approved the procedure and a sum of £130K has been set as the target amount to be recharged/saved. As we moved to implementation there were some procedural arrangements that needed to be resolved which we are aiming, with CPL, to do as quickly as possible.   |
| 3.3   | • ensuring the approach to value for money is fully embedded in resident involvement and outcomes reported back to tenants |                | <ul style="list-style-type: none"> <li>• Update and review the Resident Involvement Impact Assessment for Oct 2009 - Mar 2010</li> <li>• Finalise with residents a Value for Money methodology for impact assessments from April 2010</li> </ul>   | Pat Hollingsworth<br><br>Pat Hollingsworth                | South Resident Executive Group and CSC.<br>A sub-group of the South REG was set up specifically to work on this recommendation in detail. See comment in 3.1 above about developing residents' ability to scrutinise and challenge performance.  | <ul style="list-style-type: none"> <li>• T: Impact Assessment published, including cost of resident involvement - May 2010</li> <li>• M: Comparisons with others</li> <li>• M: Recommendations from South REG working group</li> </ul>   | ✓<br><br>✓     | Completed.<br><br>Framework agreed with resident group. Training now being incorporated into residents' 'Passport to Involvement' programme.   |