

SERVICE IMPROVEMENT PLAN

Service Area for Improvement	Key Activities	Manager responsible for Activity	By When	Monitoring Process	Success Criteria for Service Area Improvement	Achieved Yes/No	Follow-on Action
Change of attitude; recognition of failures							
	1. Make sure that there is a planned maintenance plan and budget for all the main repair elements (e.g. boilers, doors)	Godfried Addo - Noelle Byrnes	02/07/2006	Budget and customer satisfaction monitors	Scheme is successful if it improves customer satisfaction levels to overall at least 90%, reduces the number of breakdowns and reduces the annual responsive repairs budget, by at least 2½% each year		
	2. Draft policy procedure for publishing technical reports for tenants	John O'Brien	02/07/2006	Agreeing standard form of publication of technical reports in plain English	Tenants' increased awareness of what works are carried out in their homes results in satisfaction level of 90%, and understanding of shared responsibilities in ensuring good repair levels in homes		
	3. Review maintenance element of landlord's priorities in tenants handbook, include emphasis in new draft	John O'Brien - Ed Coster	28/07/2006	Close contact with landlords and tenants	Contractors performance meets residents' expectations, as summarised in new draft of tenants handbook. Target of at least 90% appointments made and kept.		
	4. Customer service centre staff script to include summary of planned actions for responding to repair-need report	John O'Brien - Leslie Sullivan	26/05/2006	Customer service/maintenance manager to monitor	Repair issues are dealt with faster and more efficiently, more jobs completed at first visit - at least 80%		
	5. Conduct of maintenance staff: Core competencies agreed for post & individual development plans for 06/07 agreed	Anita Tomecki - HR	02/06/2006	1:1s, appraisals	allocation of staff to suitable roles within the department, customer satisfaction levels to 90%		
	6. Customer care skills assessment and training programme development - draft proposals	Anita Tomecki - HR	16/06/2006	Tenants survey	Tenants and CHG to build stronger, more cooperative relationship - operative resident representative Panel by Dec 06		
	7. Review maintenance element regarding CHG accepting responsibility for failure of repair works in tenants handbook, include emphasis in new draft	John O'Brien - Ed Coster	28/07/2006	Monitoring of time spent on repairs	Job is done right first time more often and complaints are resolved at Stage One - target for both of 80%		

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	8. Review and draft proposals for revised compensation arrangements (to & from residents) for time taken off work for missed appointments	John O'Brien - Ed Coster	30/06/2006	Monitor missed appointments	Reduce the level of contractor appointment failure - 90% of jobs have appointment kept, increase productivity and satisfaction levels to at least 90%		
	9. Collate contractors' training and sub-contractor management procedures and summarise best practice of treatment of properties	Anita Tomecki - Katia Demosthenous	02/06/2006	Annual inspections	Contractors to demonstrate continuous improvement in all Key Performance Indicators - payment plan to incentivise continual improvement		
	10. Draft Maintenance Service Improvement Proposal to include milestones for Board assessment	Michael Connor - Kelly Almeida - John Gregory	19/05/2006	monitor frequency of repair issues	Most repairs are dealt with to 100% satisfaction level, improve areas of strength within repairs service		
Quality of staff/contractors & post-inspection							
	11. Quality of contractor: Collate contractors' quality assessment procedures; summarise best practice & draft CHG expectations	John O'Brien - Marissa Harrison	28/07/2006	Monitor repairs process and progress	Contractors performance management meetings - improvements achieved as assessed against targets		
	12. Quality of planned maintenance repairs; Draft inspection regime and pilot scheme	John O'Brien - Ed Coster/Lefty Andreou	01/09/2006	Assess how long a time between planned schemes	To ensure that planned schemes are in place for 26 key activities by April 07 - timed in accordance with when they are needed		
	13. Assessment of contractors' work: Arrange self-reporting quality regime with all contractors	Michael Connor - John O'Brien	30/06/2006	Surveyors to monitor work	Contractors to appoint quality managers by Sept 06 - improved performance		
	14. Review and complete revised list of homes which need gas servicing or safety checks	John O'Brien - Marissa Harrison	28/04/2006	Create database of gas inspections	Only CHG properties which need safety checks are visited - at least 98% of checks done by 01/07		

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Quality of staff/contractors & post-inspection							
	15. Core competencies agreed of qualified surveyors for post & individual development plans for 06/07 agreed	Anita Tomecki - HR	02/06/2006	Staff are allocated to specific responsibilities	Success is monitored by how staff follow guidelines and make efforts to broaden their knowledge and involvement. Resident assessment process to be introduced through representative Panel		
	16. Upkeep standards in shared properties: Draft planned maintenance regime for all shared amenities	John O'Brien - Lefty Andreou	26/07/2006	Communal areas to be inspected on a regular basis	Condition and treatment of communal areas to show improvement each year		
Response time and communication regarding repairs and appointments							
	17. Propose contractor identification requirements for tenants, agree and prepare implementation programme	Anita Tomecki - Marissa Harrison	28/06/2006	Tenants survey	Tenants are aware of who is working for CHG and feels comfortable with contractor - at least 90% satisfaction overall		
	18. Customer service centre staff script to include summary of planned actions of jobs being carried out	John O'Brien - Leslie Sullivan	26/05/2006	Customer services manager to monitor staff	Increase in the number of jobs completed at first visit to not less than 80%		
	19. Include in performance review how many times the job is done right first time. Agree improvement plan	John O'Brien - Gary Bennis	26/07/2006	Tenants survey	To ensure that works are completed first time where possible and customer satisfaction at least 90%		
	20. Time taken for completion of repairs after first visit: Include in performance review, agree improvement plan	John O'Brien - Gary Bennis	26/05/2006	Communication with tenants and contractors	Time taken for completion is significantly reduced, to average of not more than 15 working days, as well as reducing risk of complaints and further repair works		
	21. Arrange self-reporting quality regime with all contractors	Michael Connor - John O'Brien	30/06/2006	Ensure that issues are dealt with until they are resolved	Repairs are completed to a high standard, increased satisfaction levels by 1% each quarter		
	22. Agree and draft policy procedure of prioritisation for publishing	John O'Brien - Lefty Andreou/Ed Coster	28/07/2006	Create criteria for prioritisation of tenants by needs	Tenants with special needs are given priority in order to reduce complaints and enrich tenancy		

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Response time and communication regarding repairs and appointments							
	23. Scaffolding security and length of time it is erected: Draft scaffold erection procedure and advise on best practice	Godfried Addo - Noelle Byrnes	26/05/2006	Planned maintenance to monitor contractors	Reduce time scaffolding is left up to a minimum, it is always taken down within one week of works ending.		
	24. Draft and publish all planned maintenance programmes in order to discourage lack of communication	Godfried Addo - Katia Demosthenous	28/07/2006	planned maintenance to publish proposed schemes	All residents to be more aware of cyclical and planned works, annual publication of planned programme - publish programme by 31/03/07		
In-house repair team with an allocated area of work							
	25. CHG to have its own recruitment and development plan for handyperson scheme	Michael Connor - Sue Robinson/HR	02/07/2006	Contractor and staff management	Improved satisfaction levels, to at least 90%		
	26. Draft readily-available handyperson range of work proposal	Michael Connor - John O'Brien	02/07/2006	Monitoring based on what sort of handy-jobs are needed most	An 'Aftercare' resolves problems and improves satisfaction levels, to at least 90%		
Customer Service Centre							
Repairs ordering	27. Develop the technical expertise of the team. The CSO's are shadowing the surveyors, contractors and will be provided with one on one training around a void, highlighting the common problems and technical parts of systems. The CSO's will also receive a specific training programme to bring everyone up to the same technical competency.	Customer Services Manager	Sep-06	Mystery shopping Tnt Inspectors Contractor, tenant and maintenance dept satisfaction surveys, feedback	85% compliant against satisfaction surveys		
Keeping residents informed	28. The CSC will monitor residents views of the service through the work of the after care team. The team will follow issues up as needed and progress jobs where necessary.	CSM	Complete	Aftercare satisfaction survey	90% tenant satisfaction with after care team		

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Customer Service Centre							
Appointments system	29. The CSC will offer what ever appointments is agreed between the maintenance department and the contractors.	CSM	As set by maintenance	Orchard PI reports compiled from contractor returns. Repairs satisfaction survey	% of jobs completed within appointment (Both the tenants and contractors view) Target 90%		
Works quality	30. Develop further the work of the aftercare team. Ensure its findings are linked into contractor meetings and action is taken to remedy issues.	CSM	Sep-06	Aftercare survey	% of tenants satisfied with the quality of the work - Target 90%.		
Contractor code of conduct	31. Develop further the work of the aftercare team. Ensure its findings are linked into contractor meetings and action is taken to remedy issues.	CSM	Sep-06	Aftercare survey	% of tenant satisfied with the behaviour and helpfulness of the contractor		
Performance	32. One of the key objectives for the CSC is to improve performance in all areas. For the last week the CSC has met all its PI's for the first time ever.	CSM	Oct-06	Alcatel PI statistics Reception surveys	<10% of lost calls >80% of calls answered in 20 seconds >90% tenant satisfaction with the CSC (outcome of call and helpfulness) >90% of customer satisfied with reception		
Maintenance / CSC review	33. Implement all actions from the Maintenance / CSC review	CSM / Service Improvement Officer	Mar-07	Repair PI's Aftercare survey Contractor returns	>70% of repairs orders carried out right first time. >90% of tenants satisfied with the repairs service. Average number of visits to complete the repair - Target 2. >95% of appointments made and kept.		

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Customer Service Centre							
CSC accessibility	34. CHG will review its accessibility to tenants; this includes times and days of opening and the working hour rota. This is to ensure all performance standards are met and tenants receive a better value for money service. Introduce freephone telephone service for tenants calling the CSC. Introduce pre-paid envelopes for complaints, etc.	CSM	Oct-06	Aftercare survey	Longer opening hours - >90% of people satisfied with the longer opening hours. Introduction of freephone telephone service - >90% satisfaction with freephone service. Introduce pre-paid envelopes		
Complaints	35. Revise the complaints policy and procedures. Introduce complaints administration into the CSC's aftercare team. Publicise new complaints procedures and encourage tenants to complain. Introduce estate management module to monitor and record complaints and produce PI reports.	CSM / SIO	Sep-06	Complaints satisfaction surveys (Both tenants and staff)	As key activities >70% of complainants satisfied with the complaints process and the outcome of their complaint. % of complainants replied within target time. % of member enquiries replied to within time.		

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Anti-Social Behaviour							
Publicise revised ASB policy and procedure	36. Following comments from tenants we will revise and update our ASB policies, procedures and paperwork. Introduce estate management module to monitor and record ASB incidents and produce PI reports. Introduce updated PI's for domestic violence and racial harassment.	N'hood Manager / ASB Officer	Sep 06	ASB PI's ASB satisfaction surveys Police statistics Street warden statistics	As key activities: To achieve a reduction of 5% in ASB serviced by the Street wardens. Street wardens to achieve a 5% increase in crime reported to the Police as a result of their patrols on CHG estates. Street wardens and CHG to organise / facilitate 5 community events per year. % of residents citing "youth nuisance" as a problem or serious problem. Number of ASBI's, ABC's and ASBO's applied for issued. Number of professional witness cases resulting in civil action or intelligence for the Police. Referrals to the community safety unit (DV / RH / Homophobic incidents). % of all types of ASB dealt with to the satisfaction of the complainant. Number of cases referred to mediation		
Improved outreach to residents to ensure reporting of low level ASB	37. Updated ASB policies, procedures and paperwork	N'hood Manager / ASB Officer / Housing Systems Manager	Sep 06	ASB PI's ASB satisfaction surveys	Number and % of low level ASB reported to CHG, compared against other ASB reported. Number of cases referred to mediation. >70% tenant satisfaction with handling of ASB case and outcome.		

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Anti-Social Behaviour							
Design out crime	38. Attend all design panel meetings for new schemes and recommend changes where appropriate. Good practice now is to include an element of security or ASB prevention in new scheme budgets in order to tackle ASB at scheme handover and when new tenants move in - HM will try and influence Development to do this. Secure regional and central government budgets to help fund security improvements works to our estates and blocks.	Assistant Director - Housing / N'Hood Manager / Income Manager	Nov 06	HM / Development new PI's ASB PI's	Attend 100% of design panel meetings. Secure ASB money on at least 4 development schemes. Secure >£25k of inward investment for CHG estates.		
Income Management							
Former tenant arrears	39. Outsource FTA's to Stafford Young Jones on a trial basis. Assess after 6 months and make final decision.	IM	July 06	FTA PI's Quarterly reports from SYJ	Recover 15% of FTA Write off <10% of FTA		
Communication to tenants	40. Revise all tenant rent arrears letters to ensure they are informative and customer friendly. (Tnt) Income maximisation. Working with LA's and CHAS develop a benefit take up programme to ensure tenants are maximising their entitlements.	IM	Sep 06	IMT satisfaction surveys	Develop a welfare benefit take up campaign with CHAS and LA partners >90% satisfaction with IM team and rent arrears letter.		
Communication and Information							
Communication with residents	41. Draft communication standard. Define staff responsibilities in responding to residents via telephone/letter/email/face to face and home visit. Focus on standards for call back. Incorporate into resident handbook and neighbourhood plans. Define method of evaluating resident satisfaction	ADCISI	Jul-07	HSMT / QHS / Consumer Panel / Special Interest Groups / Resident Associations / Mystery Shoppers	Meet QHS standards / Publish information standard / Carry out resident satisfaction survey (Nov 07)		

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Communication and Information							
Provision of information to residents	42. Draft information standard. Focus on plain English. Make provision for translations. Consider Diversity. Define methods for providing information e.g. Backchat/website/residents annual report/estate newsletters. Define frequency. Incorporate into residents handbook and neighbourhood plans.	ADCISI	Jul-07	HSMT / QHS / Consumer Panel / Special Interest Groups / Resident Associations / Mystery Shoppers	Publish revised Handbook in July 07		
	43. Define the range of information provided. Focus on: key contacts, service delivery and involvement. Focus on information on service income and spend by service area. Consider selected report method i.e. residents annual report.	ADCISI	Jul-07		Publish revised Tenants Annual Report in July 07		
	44. Focus on information on service achievements. E.g. Numbers of reactive and planned repairs, gas boilers serviced, calls handled, new tenancies, new homes, resolving complaints and ASB etc. Numbers accessing community projects, outcomes of community projects. Define method of evaluating resident satisfaction. Consider selected report method i.e. residents annual report.	ADCISI	Jul-07		Publish in Tenants Annual Report in Jul 07		
Provision of service charter resident handbook	45. Review resident handbook - incorporate changes on service standards	ADCISI	Jul-07	HSMT / Consumer Panel			

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Resident Involvement Framework							
Promote opportunities / resident comment / feedback on services / input into redesign of services	46. Identify methods to promote framework. Focus on lettings pack / Backchat / day to day contact / website. Focus on post new tenancy visits . Focus on consolidating the Consumer Panel and developing the special interest groups. Focus on planning the new housing schemes. Focus on implementing a resident based mystery shopping programme.	ADCISI	Jul-07	HSMT / Consumer Panel	Aim to improve on outcome of Octobers 06 survey. Increase numbers of residents on the resident involvement data base.		
Minimise the impact of financial, social and cultural obstacles to involvement	47. Focus on outreach by housing and community staff. Focus on promoting financial and admin support available to residents. Focus on defining methods to support residents to help minimise the impact of; age / gender / language / ethnicity / childcare / unemployed. Agree targets for diversity participation and take up.	ADCISI	Apr-07	HSMT	Aim to achieve a % of involvement by a diverse range of residents which reflect the profile of CHG residents.		
Improving participation on a local/area basis	48. Define the types of participation groups at a local level. Focus on estate/block/street/borough/region. Fix participation rate at which meetings are viable. Assess demand from residents for meetings and assess available resources. Propose terms of reference and scope of groups. Agree a schedule of estate based meetings. Define regions, e.g. Camden, north boroughs etc. Agree format and frequency for regional service forums. Consider a pilot on a street area forum, assess demand.	ADCISI / ADHM	Mar-07	HSMT / Consumer Panel / QHS	Evaluate via satisfaction surveys (Nov 08). Publish consultation and feedback plan in Aug 06		

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Resident Involvement Framework							
Neighbourhood management input into resident involvement	49. Continue to support TA's in their work and seek to establish new ones as defined by the Community Investment team.	ADHM / NM / CISO	Complete and ongoing	TA satisfaction survey	>70% satisfaction with CHG in their work with the TA. Introduce at least 1 TA in 06/07.		
Community Investment and Sustainable Neighbourhood							
Definition of activity. 'Supporting communities by investing resources in providing opportunities for residents covering: training, employment, raising financial skills/knowledge, sports and arts. Implementing a management strategy for housing estates, including capital works for improvements, enhanced safety and services'.							
Youth Services	50. Publish policy and procedural manual on youth and services. Recruit two full time youth workers. Define terms of reference for a parent liaison group strategy. Consider a pilot group on the Grays Inn development. Consider how youth services for street properties can be developed. Benchmark against other services. Assess resource implications. Draft a proposal for a pilot.	ADCISI	Apr-07	HSMT / Service user evaluation	Carry out evaluation exercise of all young people participating in youth activities. Establish parent liaison group.		
Raising financial knowledge, money management skills, provide access to affordable credit.	51. Develop a proposal for a financial inclusion project. Focus on establishing links with expert advisors and affordable credit services. Secure funding. Implement financial inclusion project.	ADCISI	Apr-07	HSMT / Service user evaluation	Achieve participation by 100 residents.		
Financial inclusion	52. Develop our working relationship with ELFI which lead to a financial inclusion service and the development on micro credit and credit union activities.	Income Manager / Community Investment Manager	Sep 06	Launch at least one credit union for CHG tenants Launch or affiliate our services to a micro credit service.	Launch at least one credit union for CHG tenants. Launch or affiliate our services to a micro credit service.		

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Community Investment and Sustainable Neighbourhood							
Debt and money advice	53. Extend the use of CHAS into our new areas of operation. Develop links with similar outlying debt and money advice service. As part of the development of a sustainable communities strategy CHG need to focus on developing our approach for the prevention of debt and the barriers to credit, employment and bank accounts.	ADHM / IM / CIM	Nov 06	CHAS quarterly reports Debt and money advice surveys Employment project statistics.	Provide the debt and money advice service to all tenants in all LA's. Conduct debt survey of CHG tenants. Introduce 1 employment project and sign up 30 new members.		
Sports and arts programmes. Diversionary activity for people. Building social links on estates and building a community identity.	54. Focus on consolidating existing programmes. Ensure funding in place to develop and extend opportunities to other CHG estates in boroughs outside Camden. Focus on football coaching, developing sports as part of the youth services activities programmes. Focus on providing creative arts to improve the physical environment on estates.	ADCISI	Aug-07	HSMT / Consumer Panel	Extend community investment activity to other areas of operation. Deliver an arts program on two estates. Evaluate satisfaction with projects.		
Mixed tenure	55. The NM and IM team have made the first steps to multi-tenure management by integrating General needs properties with HFI and RSI units. In addition to this Patchwork properties have been assimilated in the same way. As part of the Corporate plan incorporate shared ownership into HM operation.	ADHM / NM / IM / CSM	Dec 06	Staff surveys Tenant surveys	Incorporate Shared ownership into HM operation. Introduce multi-tenure management to both the IM and NM teams.		

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Community Investment and Sustainable Neighbourhood							
Mobility and transfers	56. Introduce local lettings plan on to Grays Inn Buildings, the Goods Yard and Hillview. Introduce a void specification standards.	ADHM / NM / AD - Property services / Senior Allocations Officer	Mar 07	Lettings PI's Lettings surveys	Average time taken to re-let void - Target 4.5 weeks. % of lettings to BME applicants. % of lettings to vulnerable applicants. Number of viewings required to let property - Target 1. 100% of 6 weekly visits carried out. 95% of tenancies maintained for 12 months or more. >80% of new tenants satisfied with the lettings process. 20% of tenancy audits carried out annually. Number and % of starter tenancies. Number and % of starter tenancies which resulted in eviction. Number and % of starter tenancies where tenancy enforcement measures have been taken.		
Employment and training	57. Focus on promoting the employment and training register. Carry out research into indentifying EMT partners in other areas of operation. Help launch the employment project at Grays Inn Buildings by linking it directly to the allocations and sign up process	ADCISI / ADHM	Mar-07	HSMT/ Camden / CHG Project PIs	To increase the numbers of residents on the EMT register. Recruit at least 10 new project members.		
Estate Management							
Service charge	58. Implement the recommendations of the caretaking and cleaning service improvement project.	ADHM / NM / SIO / Estate Services Officer / Rents and service charge officer	Mar-07	Value for money assessments Service charge surveys	<5 complaints relating to the service charge. Revise all service charge information issued to tenants. >80% satisfaction with the service charge, quality of information and value for money.		

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Estate Management							
Caretakers and cleaners	59. Implement the recommendations of the caretaking and cleaning service improvement project.	ADHM / NM / SIO / ESO / RSCO	Mar-07	Estate Inspection framework Estate surveys Mystery shopping Tenant Inspections Estate PI's Value for money assessments	>80% satisfaction with the caretaking and cleaning service. Implement value for money surveys - Achieve >80% satisfaction with value for money of the service.		
Capital works environment and security	60. Draft capital works plan. Focus on lighting, communal decoration, refuse storage, landscaping, play areas, security gates, household security, changes to communal design to enhance safety.	ADPS	Mar 07	HSMT			
Environment and security	61. Continue our security improvement programme by securing finance from central and regional government. Arlington Rd is complete, Juniper Crescent is pending and Camden Gardens is next.	ADHM / NM / ASB Officer	Complete and ongoing	Tenant survey Estate inspection framework Security budget	Publish planned maintenance programme each year. Install the Juniper Crescent vehicular and pedestrian gates. Install new fencing on Camden Gardens. Secure £25k worth of inward investment for ongoing security works.		

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Estate Management							
Neighbourhood plans	<p>62. Introduce estate management plans Introduce estate standards drawn up between CHG and tenants (associations) Introduce estate inspection framework. Develop and introduce estate profiles which highlight local services. Implement the recommendations of the caretaking and cleaning service improvement project.</p>	ADHM / NM / SIO / Estate Services Officer	Mar-07	Estate Inspection framework Estate surveys Mystery shopping Tenant Inspections Estate PI's	<p>>80% of estates attaining 2 or 3 stars as a result tenant inspection / mystery shopping. 100% of estates receiving monthly inspections. Introduce 5 estate management plans. 100% of play areas inspected each year. By the number of sites with recycling facilities. >85% of targets achieved as set out in the estate management plan. % of sites with satisfactory weed control (beds and hard standing) on inspection. % of sites with satisfactory shrub pruning and hedge cutting on inspection. % of tenants satisfied with the gardening service. Number of elderly residents whose gardens were attended to during the year.% of abandoned cars visited within 2 working days of being reported.</p>		

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General							
Value for money	63. Introduce value for money assessments for all estates and areas of our operation. Determine the costs of all estates and areas of operation. Consult tenants on the services that they want and their respected costs, and their opinions of the services they do receive. Establish a network of contacts and use them to develop an information sharing relationship. Establish a benchmarking group to compare our services and costs against other RSL's (HouseMark).	ADHM / NM / IM / CSM / SIO	Dec-06	Value for money assessment Operation specific satisfaction surveys Benchmarking group HouseMark assessments	Introduce cost analysis for every estate. Consult tenants on all estates on costs and services. Assess and benchmark CHG operation costs against others (Housemark) - Targets will be set following this work.		
Telephone accessibility	64. Keeping our call back promises - Introduce voicemail recording system. Introduce telephone recording equipment into the CSC but will also be available to the rest of housing services. Introduce mystery shopping. Revise the opening times and CSC working hours rota to best meet the needs of tenants.	ADHM / NM / IM / CSM / SIO	Oct-06	Voicemail logs Telephone recording equipment Mystery shopping QHS Alcatel	>80% of all calls answered in 20 seconds. 100% of voicemail messages appropriately returned. Install telephone recording equipment and use as part of a mystery shopping programme.		

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General							
Customer care	<p>65. Introduce mystery shopping programme</p> <p>Introduce qualitative surveys and focus groups to assess the service delivered to customers in all areas of our operation.</p> <p>Consider the introduction tenant inspectors.</p> <p>Introduce staff suggestion scheme.</p> <p>Revise the customer service standards with the consumer panel.</p> <p>Introduce telephone recording equipment to the CSC, but which can also be transferred to other areas of operation.</p> <p>Revise the tenant handbook.</p> <p>All staff to provide their personal contact details on all correspondence.</p>	ADHM / NM / IM / CSM / SIO	Oct-06	<p>Mystery shopping</p> <p>Qualitative surveys</p> <p>Tenant Inspectors</p> <p>Telephone recording equipment</p> <p>Alcatel</p> <p>Focus groups</p> <p>Voicemail logs</p>	<p>>80% of all calls answered in 20 seconds.</p> <p>100% of voicemail messages appropriately returned.</p> <p>Install telephone recording equipment and use as part of a mystery shopping programme.</p> <p>Hold at least 1 focus group to look at how we can develop our customer care service.</p> <p>Introduce tenants inspectors. Introduce staff suggestion scheme.</p> <p>Revise the tenant handbook.</p> <p>100% of correspondence to include personal contact details.</p>		
Diversity and equality	<p>66. Revise CHG's diversity and equality policy and procedures</p> <p>Assess our services from the point of view of tenants who are vulnerable, who English is not their first language, who live away from our main areas of operation.</p> <p>Introduce mystery shopping programme.</p> <p>Develop our translation and interpreting services, in particular strap lines on all communication, utilising our knowledge of tenants needs and providing a service that best meets their requirements.</p> <p>Introduce a local office in Newham and other areas as required.</p> <p>Provide diversity and equality training to all staff.</p>	AD - Community Investment / ADHM / SIO / CSM / Marketing and PR Manager / NM	Apr-07	<p>Surveys that monitor demographics</p> <p>Analysis by demographic</p> <p>Mystery shopping</p> <p>Local government equality standard</p>	<p>>30% of BME staff as a % of all staff in post.</p> <p>>30% of posts filled by women.</p> <p>>30% of management posts filled by a female / BME member of staff.</p> <p><20% of leavers as a % of staff in post.</p> <p>Average time taken to recruit to vacant posts - target 40 days.</p> <p>Number of staff declaring that they meet the DDA disability definition as a % of staff in post.</p> <p><10 average working days taken for sickness.</p> <p>Achieve level 1 of the local government equality standard.</p> <p>% of offices open to the public in which all public areas are accessible to disabled people.</p> <p>Number of referrals to translation and other support services</p>		

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General							
Assessment of service delivery	67. Introduce mystery shopping programme. Introduce tenant inspector programme, Develop a suite of PI's that effectively measures the quality of services. Develop an annual programme of focus groups. Establish annual consultation programme. Conduct a tenant status survey.	ADHM / ADCI / NM / IM / CSM / SIO	Apr-07	Mystery shopping Qualitative surveys Tenant Inspectors Telephone recording equipment Alcatel Focus groups	See other sections As defined by Key activities		
QHS	68. Ensure all QHS recommendations are implemented. CHG become QHS accredited by March 07.	ADHM / NM / IM / CSM / SIO	Mar-07	QHS assessment methodology	Achieve QHS certification by Mar 07		