



Short Notice Inspection Improvement Plan June 2010 – updated February 2011

Contents

Improvement Plan	2
1. Access & Customer Care	2
2. Diversity	10
3. Value for Money	18
4. Gas Servicing	28
5. Key & Glossary	32

Improvement Plan

Key:

Complete	In progress	Overdue or not started and due this month	Not started but due in future month	Not required
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1. Access & Customer Care

ACCESS & CUSTOMER CARE							
Recommendation R1							
Improve outcomes for tenants in the services inspected by: <ul style="list-style-type: none"> - completing the development of comprehensive measurable services standards with residents for the services inspected, and monitor and publicise performance against the standards Outcomes to be achieved: <ul style="list-style-type: none"> - tenants will be clearer on what they can expect from the service and when they are not receiving the level promised; - up to date and clear customer information in electronic formats; - better access to the gas repairs and servicing team by telephone; - better evidence that complaints from tenants are being handled effectively; and - improved service delivery. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to demonstrate outcome achieved	Progress made (% completion reported quarterly)	Comments
1.1	Gain Board approval to Service Standards developed with residents	DCS(H&S)	N/A	May 2010	Improved tenant feedback on performance against the service offers through customer surveys, mystery shopping, and performance against measures which will demonstrate our delivery against the offers. Increased levels of satisfaction with services as a result of implementing lessons learned from the feedback.	100% First monitoring reports will commence June 2010	Links to TSA standard 1 and Local Offer on Customer Services Board report written and approval sought and agreed on 04/05/10. All standards now complete. Targets and measures agreed.
1.2	Launch suite of service standards, including gas servicing and lettings to customers and integrate into customer information	DCS (H&S)	Budget (£2000) CM	July 2010	Increased information to tenants through published leaflet; sent with summer issue of Somer Times; web page; provide information in new tenants pack. Regular reminders to tenants of service standards information provided through Somer Times and Local service Centres as well as other opportunities e.g. rent	100%	Refer to 1.1 above. Service standards document completed and distributed as an insert in Somer Times delivered week commencing 26 July 2010. Included in new lettings packs from same period and put into LSCs and Maltings reception.

ACCESS & CUSTOMER CARE Recommendation R1							
Improve outcomes for tenants in the services inspected by: - completing the development of comprehensive measurable services standards with residents for the services inspected, and monitor and publicise performance against the standards Outcomes to be achieved: - tenants will be clearer on what they can expect from the service and when they are not receiving the level promised; - up to date and clear customer information in electronic formats; - better access to the gas repairs and servicing team by telephone; - better evidence that complaints from tenants are being handled effectively; and - improved service delivery.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to demonstrate outcome achieved	Progress made (% completion reported quarterly)	Comments
					statements. Increased feedback from tenants on service performance and quality. Feedback from STATUS survey 2013		Service offer on website together with agreed targets.
1.3	Establish monitoring system against the service standards	DCS (H&S)	SIM	June 2010	Monitoring system in place and being used. Regular reports to residents via Area panels and SRC Annual report to Board and tenants starting in October 2011	100%	Monitoring framework is in place, training for staff and residents on monitoring and scrutinising performance to be arranged for June 2010.
1.4	Train staff in service standards and monitoring system	DCS (H&S)	HR	June 2010	Attendance List Training evaluation report Meeting staff targets and regular appraisal of improvement	100%	See 1.3 above Service offer workshops for managers arranged for June - first workshop took place 4/6/10, second workshop 16/6/10
1.5	Monitor service achieved against the service standards and actions required to improve performance	DCS (H&S)	CIM CM SIM	Quarterly 2010/11 and ongoing (1 st report to Board September 2010)	Monitoring reports to Board and Somer Residents Committee each quarter to include outputs, recommended actions to improve and reports on actions taken; Increased scrutiny and challenge of Trust's performance by residents Up-to-date performance information on website and newsletter Service improvement through response to areas of service weakness where the	100%	Links to TSA standards and Somer local offers. Standards launched in July to tenants. Will start to collate telephone monitoring from April, so can send full Q.2 performance to Board and SRC in September. New reporting templates agreed and rolled out to Service Managers. Performance monitoring guidance pack being designed for distribution to managers by end of August.

**ACCESS & CUSTOMER CARE
Recommendation R1**

Improve outcomes for tenants in the services inspected by:
 - completing the development of comprehensive measurable services standards with residents for the services inspected, and monitor and publicise performance against the standards
 Outcomes to be achieved:
 - tenants will be clearer on what they can expect from the service and when they are not receiving the level promised;
 - up to date and clear customer information in electronic formats;
 - better access to the gas repairs and servicing team by telephone;
 - better evidence that complaints from tenants are being handled effectively; and
 - improved service delivery.

Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to demonstrate outcome achieved	Progress made (% completion reported quarterly)	Comments
					required standard is not being achieved leading to increased levels of customer satisfaction. Improved satisfaction with access to lettings and gas servicing through flexible appointments Annual report to Board and tenants starting by October 2011		
1.6	Test resident views on new service standards	DCS (H&S)	CIM	May 2010	Service standards reflect customer priorities. Annual report to tenants	100%	Standards were created in partnership with Resident Working Group. Standards were sent to Viewpoint for comment and feedback in March 2010 and response was very positive. Standards endorsed by SRC in April. Revised re-let standard endorsed by SRC focus group on 18/5/10.

ACCESS & CUSTOMER CARE**Recommendation: R1**

Improve outcomes for tenants in the services inspected by:

- ensuring that the website is routinely updated with information that is relevant to tenants

Outcomes to be achieved:

- tenants will be clearer on what they can expect from the service and when they are not receiving the level promised;
- up to date and clear customer information in electronic formats;
- better access to the gas repairs and servicing team by telephone;
- better evidence that complaints from tenants are being handled effectively; and
- improved service delivery.

Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
1.7	Put in place a system for keeping the website up to date with correct links to pages and other sites	ADTS	Named people with given responsibility for web pages CM	June 2010	Residents can access up to date information about the Trust and its performance. Tenant scrutiny and challenge opportunities is enhanced.	100%	Links to TSA standard 1 List of responsible officers for website updating completed with timetables of completion. Responsible officers will be measured for their performance on updating web pages as part of their monthly performance reports.
1.8	Carry out an Equality Impact Assessment on the Website	CM	SIM Residents' Communications Group (to be established) BME Focus Group	July 2010	Report to Service Delivery sub-group with action plan to feed into website improvements	100%	Links to 2.19-2.10 Assessment drafted and is being taken to E & D group on 28/7/10 for endorsement. Will also be assessed by South West Equalities again for feedback. Final version to be published by 31 July 2010. Complete
1.9	With residents, check that the website delivers information that customers want and put in place an online survey to check satisfaction and gain feedback	CM	SIM Residents' Communications Group (to be established) BME Focus Group Customer profiling data	August 2010	Customer satisfaction with website access and ease of use	100%	Links to TSA standard 1 Customer focus groups complete with actions arising. Online survey and links to provide feedback available from website

ACCESS & CUSTOMER CARE							
Recommendation: R1							
Improve outcomes for tenants in the services inspected by: - improving the monitoring of telephone answering, and the performance of telephone answering for gas repairs and servicing Outcomes to be achieved: - tenants will be clearer on what they can expect from the service and when they are not receiving the level promised; - up to date and clear customer information in electronic formats; - better access to the gas repairs and servicing team by telephone; - better evidence that complaints from tenants are being handled effectively; and - improved service delivery.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
1.10	All telephone calls are monitored and the information is used to drive improvements	CSM P&AM	Access to ARC incl licenses Training CSA Network Engineer(JN)	July 2010	Customer satisfaction with service received via telephone is increased.	100%	Links to TSA standard 1 and local service standards, see 1.3, 1.5 above Standard, automatic monitoring reports in place from July. All repairs calls are being monitored and licences are being arranged for ASB team and D/D calls.
1.11	Monitor and report on abandoned calls as part of performance monitoring information	DCS (H&S) DCS (P)	CIO	July 2010	Level of abandoned calls reduced Customer satisfaction with service received via telephone is increased.	100%	Links to TSA standard 1 and local service standards, see 1.3, 1.5 and 1.10 above
1.12	Systems thinking intervention in lettings to identify further services demand from customers for service delivered via telephone and re-design service to meet demand	P&AM	LSM LC LSO VTL	October 2010	Increased customer satisfaction with Lettings service Level of abandoned calls reduced. Customers get the information they want easily and first time Increased value for money of the letting service	0%	Intervention was initially planned for October, however due to the positive impact of the changes already made agreed to scope in Q4 of 2010/11 Scoping completed 07/02/11. Recommendation made to progress this task as part of a Groupwide project during 2011/12.
1.13	Introduce satisfaction monitoring for telephone service including mystery shopping, and satisfaction surveys	DCS(H&S)	SCM CIM SIM CM Budget £5k	July 2010	Increased customer satisfaction with telephone service Areas of weakness and need for improvement identified.	100%	Links to TSA standard 1 and local service standards, see 1.3, 1.5 and 1.10 above. Complete. Automated monthly report to managers on telephone performance. Annual Mystery shopping plan in place Customer Contact Database set up on H drive – meeting with managers on 11/8/10 to agree and roll out

ACCESS & CUSTOMER CARE**Recommendation: R1**

Improve outcomes for tenants in the services inspected by:

- improving the overall management and performance of complaints handling and monitoring

Outcomes to be achieved:

- tenants will be clearer on what they can expect from the service and when they are not receiving the level promised;
- up to date and clear customer information in electronic formats;
- better access to the gas repairs and servicing team by telephone;
- better evidence that complaints from tenants are being handled effectively; and
- improved service delivery.

Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
1.14	Complete the review of complaints across the Group	SCHT MD	Project Team £20k	Amended to October 2010	Revised policy and procedures in place	100%	Consultant commissioned to support project. Focus groups held with staff, residents and board members. Review of policy and procedures undertaken. Presentation on findings arranged. Training undertaken by Complaintsrgreat: Training the Trainers, Managers and front line staff. Deadline amended to October 2010 following Project Board 02 September, to reflect follow-on work to ratify and roll out policy, procedures and monitoring system Consultation feedback on new policy received from tenants and report to Group Board due 27 October for approval
1.15	Complete an equality impact assessment of complaints as part of the development of a revised policy and procedures	SCHT MD	Project Team	July 2010	EIA completed and reported to Board with associated actions required Complaints monitored by diversity group and targets met for improving services for diverse range of tenants.	100%	Complete
1.16	Develop a new system to effectively administer complaints	SCHT MD	Allowed for within project budget	August 2010	New system in place	100%	Icasework identified as system solution. Three demonstrations to review system have taken place and work underway to customise the system for staff use, to commence September 2010 System structure being finalised following testing; to be rolled out to staff from November.
1.17	Develop a web-based form for customers to register complaints	SCHT MD	Allowed for within project budget CM	August 2010	Website updated Increased ways for customers to complain	100%	Complaints/comments/compliments form designed and available on website for customer use.
1.18	Train staff in how to deal with complaints	SCHT MD	Allowed for within project	August 2010	Increased customer satisfaction with way their complaint is handled.	100%	2 x 1 day training with consultant completed for front line staff

ACCESS & CUSTOMER CARE Recommendation: R1							
Improve outcomes for tenants in the services inspected by: - improving the overall management and performance of complaints handling and monitoring Outcomes to be achieved: - tenants will be clearer on what they can expect from the service and when they are not receiving the level promised; - up to date and clear customer information in electronic formats; - better access to the gas repairs and servicing team by telephone; - better evidence that complaints from tenants are being handled effectively; and - improved service delivery.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
	effectively		budget		Satisfaction with complaints evaluated and assessed by diversity group and cost (VFM) More complaints resolved at Stage 1.		1 x ½ day training with consultant completed for Board members 1 x 1 day training with consultants completed for 12 trainers Monitoring and satisfaction linked to new system as per 1.16
1.19	A learning log is created and used to capture the learning from complaints and compliments which is shared across teams and to residents and Board	SCHT MD	Allowed for within project budget	July 2010 – first report on learning to Board September 2010 (first report on new system to Board)	Learning log established. Team meeting notes demonstrate learning shared Performance report to Board includes complaints related data Data and learning regularly provided to residents (Somerset Times and web updates) Service to customers improves as a result of implementing learning Increased customer satisfaction Increased confidence of customers to complain, knowing that they will be listened to and acted upon	100%	Links to TSA standard 1. First report to the Board on learning from complaints contained in Q1 Performance report. New icasework system designed to capture learning and actions and enable reporting (see 1.16)
1.20	Develop a monitoring system that reports on key measures of complaints, including levels of satisfaction with aspects of the process	SCHT MD	Allowed for within project budget	July 2010	Monitoring system for gas and lettings services in place Performance report to Board includes complaints related data Data and learning regularly provided to residents (Somerset Times and web updates) Methods of capturing satisfaction used and fed back through performance reports	100%	Monitoring system in place for gas and lettings services New icasework system enables reporting on different aspects of the complaints process, and also generates and captures responses from satisfaction surveys (see 1.16) Internal monitoring system in place for teams to monitor performance on complaints in line with the service standards Satisfaction survey developed and on icasework for use from Nov 10

ACCESS & CUSTOMER CARE							
Recommendation: R1							
Improve outcomes for tenants in the services inspected by: <ul style="list-style-type: none"> - reviewing the re-let standard with tenants and providing it to all customers that are viewing a property Outcomes to be achieved: <ul style="list-style-type: none"> - tenants will be clearer on what they can expect from the service and when they are not receiving the level promised; - up to date and clear customer information in electronic formats; - better access to the gas repairs and servicing team by telephone; - better evidence that complaints from tenants are being handled effectively; and - improved service delivery. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
1.21	Review re-let standard as part of actions in 1.1 to 1.6 above	DCS(H&S)	ADTS LSM	June 2010	Reduction in complaints Reduction in follow up repairs requested after letting Increased levels of satisfaction	100%	New service standard set as part of the customer service standards suite with link to TSA Standards and local offers. New re-let standard published, endorsed by SRC on 18/5/10 at SNI focus group. Standard reflects SRC feedback. Given to all new tenants as part of letting pack.
1.22	Review the questions in the Customer satisfaction Questionnaire for Voids and Lettings to reflect the new service standards and ask whether the Trust has delivered: <ul style="list-style-type: none"> - the Lettings Standard - opportunity for a viewing - communication - VFM Follow up telephone survey to ascertain whether issues have been addressed where customers considered the property/service as a 'poor'	LSM	LSOs VTLs LSA CIO	June 2010	Survey reviewed Satisfaction improvement targets met. Voids are regularly inspected and evaluated by tenant inspectors. Level of satisfaction reported to Board, tenant scrutiny panel and reported regularly in Somer Times, and annual tenants report	100%	Complete Revised lettings standard '@Home Sweet Home' and satisfaction survey completed and in use.

2. Diversity

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
- strengthening the corporate commitment and profile to improve the Trust's approach to equalities and diversity							
Outcomes to be achieved:							
- services that reflect the needs of customers and are accessible to all tenants; and							
- services which do not inadvertently discriminate and which can demonstrate they are equitable.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.1	Deliver Equality and Diversity Training on all equality strands including challenging disrespectful behaviour, for staff, board and residents	GDCS	HR Training budget	July 2010	Trainees feedback information Customer satisfaction with moving in process and with gas safety servicing provides evidence of equal services across equality strands	100%	Training dates established with ACTIVATE for 28 th July for Lettings, Voids & Gas Safety staff Training delivered.
2.2	Review all media informing tenants of lettings and gas safety services and make available on website, tapes, CDs, Braille and send to wide range of agencies	DCS (H&S) DCS (P)	CM Communication Budget	June 2010	Information available in a variety of media List of agencies sent to and kept up dated Review by Viewpoint and resident working parties	100%	Response to residents comments on the action plan Website has BrowseAloud and translation facilities. Information about how to find a home and moving from a current trust home has been updated on the website. New "home sweet home" lettings standard developed with residents and implemented. Customer services standards include a "moving in" and a "moving out" commitment. The customer satisfaction survey for new residents has been redesigned and includes equalities data. Gas Safety information for the website & the Gas Safety leaflet for residents have been updated. Gas Satisfaction survey redesigned and includes equalities data.
2.3	Arrange a workshop on diversity issues for the Board members conference	GCE	Board members training budget	June 2010	Board member feedback from event	100%	Equality South West commissioned to facilitate workshop. Complete and feedback received
2.4	Publish a user-friendly summary of the Equality and Diversity strategy and the activities we are undertaking which positively impact on E&D	SCHT MD	CM £5,000	July 2010	Published document	100%	Complete – insert in Somer Times, delivered week commencing 26 July 2010

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
- strengthening the corporate commitment and profile to improve the Trust's approach to equalities and diversity							
Outcomes to be achieved:							
- services that reflect the needs of customers and are accessible to all tenants; and							
- services which do not inadvertently discriminate and which can demonstrate they are equitable.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.5	Ensure that the E&D information on the website is up to date	SIM	Staff time CM	May 2010	Webpage up to date	100%	Complete
2.6	Review existing Disability Equality Scheme and Gender equality Scheme and develop a Single Equality Scheme for Somer covering all protected characteristics identified by the Equality Act 2010	SIM	Service delivery and employment sub-groups; CIT for resident and community involvement CM	August 2010 April 2011	Single Equality Scheme published and user-friendly summary available on website	66%	<p>3/8 – first meeting of the E & D Employment Group</p> <p>10/8 – first meeting of the E & D Service delivery Group</p> <p>Second meetings scheduled for late September to consider project plan and complete gap analysis</p> <p>Residents business planning day to consider residents profile to inform priorities – feedback will be considered as part of SES development</p> <p>Equality South West has completed a staff training session and a programme of staff and resident engagement sessions planned for January – February 2011.</p> <p>Staff and resident engagement sessions completed</p> <p>Project on target to complete by April 2011</p>

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
<ul style="list-style-type: none"> - developing a comprehensive understanding of the tenant profile - using the profiling information obtained to ensure that services are accessible, appropriate and meeting need 							
Outcomes to be achieved:							
<ul style="list-style-type: none"> - services that reflect the needs of customers and are accessible to all tenants; and - services which do not inadvertently discriminate and which can demonstrate they are equitable. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.7	Complete Tenant profiling project	DCS (H&S)	Project Group SIM NSO CSM ICTM CM £50k	August 2010	Increased percentage of profile information available Report to Board on tenant profile and service implications Improved levels of customer satisfaction due to staff being able to tailor services to meet individual needs	100%	<p>Links to TSA standards</p> <p>Questions designed and agreed Tenders received, evaluated and a Consultant has been appointed (C&R). Set up meeting with the consultants held. Agreed scope of the work and time table for completion.</p> <p>Letters sent to residents 27/07 in advance of pilot surveys due week commencing 9/08.</p> <p>Pilot calls complete and data reviewed, agreed commencement of full project.</p> <p>E & D information for 100% of sheltered residents inputted into the database (1720 records).</p> <p>4415 interviews completed to 18/10/10. An additional 921 households refused to complete the survey.</p> <p>54.6% tenant records completed / refused.</p> <p>Stage 2 data collection underway to further increase proportion of accurate data held, through series of door knocking days from 18/11/10 – 31/01/11.</p> <p>Strategy for regular updating of data and implementing the use of the data approved by GX, SRC and Board</p> <p>Profiling information being used for Living Equality Project, work on fuel poverty, disabled adaptations and income management.</p>
2.8	Review equality impact assessments of voids and lettings and gas servicing with profile	SCHT MD	SIM LSM LC LSO	August 2010	Data used and actions agreed in relation to the services as a result Improved levels of customer satisfaction	100%	<p>Links to 2.7, 2.16 and service standards at 1.1-1.6</p> <p>EIAs completed using existing data.</p>

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
<ul style="list-style-type: none"> - developing a comprehensive understanding of the tenant profile - using the profiling information obtained to ensure that services are accessible, appropriate and meeting need 							
Outcomes to be achieved:							
<ul style="list-style-type: none"> - services that reflect the needs of customers and are accessible to all tenants; and - services which do not inadvertently discriminate and which can demonstrate they are equitable. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
	information when available		VTL BME Focus Group SHOP				<p>EIA for void and letting updated with the information from phase 1 of the customer profiling exercise</p> <p>EIA for gas service will be reviewed with updated profiling data following redesign of the service in November 2010.</p> <p>Existing EIAs reviewed 20/10/10</p>

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
- monitoring and reporting against the six diversity strands and address the findings, including tenant satisfaction monitoring							
Outcomes to be achieved:							
- services that reflect the needs of customers and are accessible to all tenants; and							
- services which do not inadvertently discriminate and which can demonstrate they are equitable.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.9	Set equality objectives for Lettings and Void Management and Gas Safety Services and develop a methodology for monitoring satisfaction across lettings and gas safety services	DCS(H&S) / DCS (P)	None	May 2010	Measures set against objectives Satisfaction monitoring process documented and used Documented satisfaction / dissatisfaction analysis Documented evidence of action taken in response to dissatisfaction Feedback obtained from residents in relation to action taken	100%	Satisfaction methodology agreed and performance being monitored. To be reviewed following completion of Tenant Profiling project to ensure data collection is efficient taking account of new profiling information. Gas safety target is 100%, so equalities measured through customer satisfaction. Q2 performance report to Board will include analysis of dissatisfaction by equality strands Customer Satisfaction survey for lettings has been redesigned and includes equalities information.
2.10	Monitoring information reported quarterly to Board and Somer Residents Committee, including learning, action taken and feedback on action taken	SCHT MD	None	July 2010	Monitoring reports in place and being used routinely to assess performance	100%	Links to TSA standard 1 Performance monitoring framework in place and includes equality and diversity measures All monitoring systems in place to commence reporting

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
- setting targets against key service areas and board and staff membership to reflect the tenant profile							
Outcomes to be achieved:							
- services that reflect the needs of customers and are accessible to all tenants; and							
- services which do not inadvertently discriminate and which can demonstrate they are equitable.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.11	Review targets for board members and staff against the tenant profile and revise targets to reflect the profile	H of G GDCS	None	August 2010	Board report on targets Quarterly monitoring against targets on letting profile and satisfaction by diversity strands	75%	Customer profile data analysed against staff profile and no anomalies against equality strands identified. Last round of Board member recruitment achieved board member with E&D expertise. Board targets will be set as part of governance implementation work. Customer profile reviewed by Governance Implementation Group (GIG) 09/02/11 and on agenda for March 11 GIG meeting
2.12	Employment group to make recommendations on how to increase diversity of gas team and repairs team	GDCS	None	August 2010	Report to Board to approve recommendations in July Implementation monitoring document	100%	E & D Employment Group made recommendations to increase diversity of gas team.
2.13	Employment group to make recommendations on increasing diversity of staff across all services	GDCS	None	August 2010	Report to Board to approve recommendations in July Implementation monitoring document	100%	CIOH to carry out training for Employment issues on disability and attracting disabled applicants – completed December 2010 Further detailed work in progress on analysing private sector information on female tradestaff, with a view to establishing a meaningful target to increase % female tradestaff in the organisation.

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
- putting in place a timetabled programme of robust Equality Impact Assessments (EIAs) and acting on their findings							
Outcomes to be achieved:							
- services that reflect the needs of customers and are accessible to all tenants; and							
- services which do not inadvertently discriminate and which can demonstrate they are equitable.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.14	Undertake EIAs in the areas inspected and report on the findings and actions taken to Board	SCHT MD	SIM P&AM CPM Service delivery sub-group BME Focus group SHOP SRC	August 2010	Equality Impact Assessments completed and outcomes reported to the Board and the residents group	100%	EIA undertaken on Gas Service and reported to Board EIA undertaken for the Older Persons Service EIA undertaken for Housing Services EIA undertaken for Domestic Abuse EIA undertaken for Hate Crime EIA undertaken for the Allocations Policy EIA undertaken for Water Safety Policy EIA for voids and lettings completed end August 2010 EIAs updated with customer information from phase 1 of the customer profiling project
2.15	Develop 3-year programme of EIAs based on policy review and service improvement programme	SCHT MD	SIM P&AM	June 2010	Programme in place and underway	100%	Three Equality Impact Assessments workshop have been held. These workshops have covered the services provided by the Housing and Support Directorate. Programme in place and work progressing through the year, to be monitored by the E&D Service Delivery Group 20/10/10 – EIA day reviewing 15 policies and procedures and refreshing those completed above. Feb 11 update – Equality South West quality reviewing a sample of EIAs to ensure robust approach taken.

DIVERSITY							
Recommendation: R2							
Strengthen the approach to equality and diversity in the services inspected by:							
- improving the approach taken to domestic violence and harassment by: providing clearer service information and standards; monitoring service delivery; and reporting against outcome focused targets							
Outcomes to be achieved:							
- services that reflect the needs of customers and are accessible to all tenants; and							
- services which do not inadvertently discriminate and which can demonstrate they are equitable.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
2.16	Publicise the services available for people who experience hate crime, harassment and domestic violence	ASBM	Communication Budget	July 2010	Published service standards. Positive feedback from Viewpoint and BME Focus Group. Survey of people using the service demonstrates that they were able to access what they required	100%	Links to 1.1-1.4 service standards Website and Leaflet information re-drafted and uploaded onto website. Leaflets to print 1 July.
2.17	Monitor performance against the service standards and actions required to improve performance	ASBM	None	July 2010	Monitoring reports include outturn and satisfaction performance Annual report to tenants	100%	Links to 1.5 Reviewed current performance and outcomes monitoring against our service standards, CLG Tools & Powers Toolkit for Landlords, KLOE and RSLs with positive inspections outcomes. New database, to record case management and monitoring information built by ICT to be in June 2010. Testing carried out and the new data base & monitoring implemented.

3. Value for Money

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by:							
- improving the corporate commitment and profile to deliver services that are value for money							
Outcomes to be achieved:							
- a better understanding of how service costs compare to other organisations providing similar services;							
- homes that are let quickly to those in housing need; and							
- more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
3.1	Deliver initial actions of the approved VFM strategy	GFD SIM		July 2010	<p>VFM strategy (developed with resident involvement) published and launched to staff and residents</p> <p>Staff in services inspected attended VFM workshop</p> <p>Board quarterly performance packs reflect value for money approach</p> <p>Reports to Board show increased focus on VFM and how the VFM Strategic objectives are being met.</p> <p>Board minutes reflect increased consideration of VFM.</p> <p>VFM register fully in place, focussing on good examples of VFM. Actions taken and feedback through to staff.</p> <p>Mechanism in place where staff are able to feedback to the Group Director of Finance on examples of poor VFM.</p>	100%	<p>Workshops planned and published in Somersault April 2010. 1st workshops carried out 17/05/10. Plan to complete for all staff within the Group by December 2010.</p> <p>VFM register in place</p> <p>Board quarterly performance packs designed to reflect VFM</p> <p>Launched to residents in summer Somer Times</p> <p>Regular article in Somersault for staff and VFM strategy available from the intranet</p>
3.2	Present the findings of the 2008/09 Housemark benchmark exercise to Directors, Trust Operational Managers and the Trust Board. Housemark report made	GFD	Housemark Benchmarking Manager. CM	June 2010	<p>Group Executive Minute and profile and importance raised of benchmarking.</p> <p>Board minute, and discussion that demonstrates that the Board is fully aware of how costs and services compare and prioritises for improving VFM in weaker areas.</p>	100%	Complete

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by: - improving the corporate commitment and profile to deliver services that are value for money Outcomes to be achieved: - a better understanding of how service costs compare to other organisations providing similar services; - homes that are let quickly to those in housing need; and - more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
	available to all staff on the staff intranet.						
3.3	Housemark leading workshop at annual Board conference.	GCE	GFD CM	June 10	Board members have good understanding of their role in assessing VFM	100%	Complete.
3.4	Use STATUS survey and Better Places survey results to inform VFM priorities for residents	SCHT MD	Resident Input	July 2010	VFM Action plan drawn up with residents that sets challenging targets for improvements in VFM satisfaction for all services.	100%	Field work complete. Draft report anticipated early July. Headline results received. Leaseholders report received. Draft final report received 02 September. Findings presented to board and SRC and used as part of the Residents Day in October to inform business planning process
3.5	Introduce a VFM Review procedure to enable greater clarification as to why a service area or cost area should be subject to a VFM review.	GFD		July 2010	VFM Review procedure in place that sets out a broad framework for selecting service areas or types of costs that should be reviewed because they are not offering good VFM Framework agreed with Directors. Service Improvement Methodology updated as a result.	100%	VFM assessment tool in place
3.6	Introduce resident involvement in the scrutiny of budget setting, management accounts monitoring & VFM targets.	SCHT MD	GFD	Sept 2010	Somer Residents Committee reviews quarterly management accounts and feedback to Board. SRC/Tenant Scrutiny Panel receive quarterly performance information.	100%	SRC will receive quarterly performance reports – first due November 2010. Residents day in planning to inform business planning process. Groupwide scrutiny panel in development for establishment by April 2011
3.7	Develop a VFM summary, in response to resident feedback, for inclusion as part of the management accounts	GFD	H of MA	August 2010	VFM Summary developed as part of the management accounts with positive feedback from decision makers and residents.	100%	Included as section in Annual report for residents.

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by: - improving the corporate commitment and profile to deliver services that are value for money Outcomes to be achieved: - a better understanding of how service costs compare to other organisations providing similar services; - homes that are let quickly to those in housing need; and - more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
	that improves the visibility of the costs of services and overheads and is in line with the reporting of costs in the VFM Strategy. Publish in Somer Times and used by SRC.						
3.8	Improve the presentation of the 2009/10 financial information to be resident friendly in the annual performance reports to stakeholders.	GFD	H of MA CIM CM	Sept 2010	Positive feedback from residents that financial information is easier to understand and that residents have a better understanding of costs and VFM targets for each service/ local offer and how the money is spent.	100%	Links to TSA standard 5. See 3.7 above.
3.9	Gain Board approval for the new Asset Management Strategy .	AD (AM)		May 2010	Board minutes reflect approval gained.	100%	Complete
3.10	Deliver key actions within the strategy relating to options appraisals of high cost / low performance properties	AD (AM)	Finance	End October 2010	Options appraisals programme and process developed and completed and actions required taken to Board for approval	100%	<p>2 X Technical Project Managers appointed, to be in post by end of October.</p> <p>Task and Finish Group set up to develop OA process and oversee the development of the OA Strategy. Report to GX on 2/09/10 –agreed Group wide approach to be taken. Board update – September 2010.</p> <p>OA completed on 3 Edward Street. OA commenced on St Mary's bungalows.</p> <p>Options appraisal strategy approved by Trust board on 14/12/10, along with procedures. Detailed delivery plan developed and awaiting approval from Appraisal Group 25/01/11</p> <p>Delivery plan approved Jan 11 and progress being made</p>

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by:							
- routinely benchmarking service costs with high performers, and addressing findings							
Outcomes to be achieved:							
- a better understanding of how service costs compare to other organisations providing similar services;							
- homes that are let quickly to those in housing need; and							
- more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
3.11	Join Housemark gas benchmarking (quality) service and input data	SIM GSM		July 2010	Benchmarking reports being used to set challenging targets for improvement Benchmarking data included in quarterly improvement packs Actions reflect learning from benchmarking data	100%	Now joined. Initial Results received – analysis underway. To be reported to Board October 2010
3.12	Carry out benchmarking exercise on gas and voids with Penningtons (gas) Housemark-voids) Explore application of Housemark data for gas cost data	DCS(P)/ GSM /LSM	AA (MA) H of MA MIO	September 2010	Benchmarking complete. Benchmarking data included in quarterly improvement packs Action Plan developed based on findings adopted by Board and progress against timescale	100%	Joined Penningtons benchmarking club (gas). Analysis of benchmarking data to be carried out for 09/10 results. Board report on combined Penningtons and Housemark gas report scheduled for October Detailed analysis of void benchmarking data to be carried out using Housemark information. Benchmark data for Direct cost per property, Total cost per property, average re-let time and void rent loss benchmarked against LSVT comparators and forms part of the performance management monitoring. Local RSL benchmarking group for voids being established by the Trust. Benchmark information scoped. The five participating RSLs are completing data to be returned by 31/01/11 and are meeting in February to discuss outcomes, best practice etc . The Trust has also participated in a further gas safety benchmarking exercise with member of the Direct Works Forum (DWF).

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by: <ul style="list-style-type: none"> - improving empty property re-let performance Outcomes to be achieved: <ul style="list-style-type: none"> - a better understanding of how service costs compare to other organisations providing similar services; - homes that are let quickly to those in housing need; and - more efficient services for tenants. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
3.13	Develop a suite of performance measures with clear targets and benchmark data to monitor the voids and lettings process and associated costs	ADTS	LSM LSOs LSC OPHSM H of MA	July 2010	Weekly performance pack used by the Lettings Services Manager to monitor performance and inform appropriate action Areas for service improvement are identified through benchmarking, resulting in improved service to tenants and higher levels of tenant satisfaction. Higher levels of satisfaction. Measures against outcomes reported to SRC/Tenant Scrutiny Panel	100%	Q4 performance report to Board provided breakdown on vacant homes and re-let times by GN and sheltered Action linked to 3.13 Weekly performance measures for voids is up and running. We have a clear understanding of number of voids, available and unavailable. Voids process has been re-written and performance against these processes is starting to be monitored. Performance framework developed New voids and lettings procedure PECT SLA in place to assist with the management of utilities whilst properties are empty. Monitor will show savings/outcomes as a result of the new arrangements for utilities.
3.14	Develop and implement specific targets for completion of major works repairs	ADAM / LSM	DCS(P) ADTS LSOs	July 2010	More properties are available for letting. Void loss is reduced.	100%	Process agreed for the scope of works and indicative timescales for delivery of major works to void properties.
3.15	Publicise and launch the end of tenancy incentive scheme (Clean and Clear Bonus Scheme)	LSM	CM	June 2010	Reduced Void Costs with additional income being used to increase the lettings standard leading to higher rates of take up and greater satisfaction with new home. Reduced re-let times	100%	Scheme developed. Publicity material produced. Launched May 2010. Staff briefed. Articles in Somer Times and Somersault. Posters and leaflets produced and promoted at the LSCs and to residents when ending their tenancy. First tenant received incentive payment
3.16	Revise allocations criteria to increase choice and applicant 'pool'	DCS(H&S)		May 2010	Board minute from 04/05/10 meeting reflects approval to new policy Tenants and partners consulted and informed of changes	100%	Board approved revised policy on 4 May 2010. Largest CBL partner met and consulted on changes and agreed changes. New criteria is already being used when letting properties.

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by: <ul style="list-style-type: none"> - improving empty property re-let performance Outcomes to be achieved: <ul style="list-style-type: none"> - a better understanding of how service costs compare to other organisations providing similar services; - homes that are let quickly to those in housing need; and - more efficient services for tenants. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
					Reduction in number of 'Hard to Let' properties. People in housing need have greater choice in where and in what type of home they live, leading to greater satisfaction and more sustainable tenancies and communities. People who may not have been housed through CBL because of lower priority now have realistic opportunity to be housed.		
3.17	All LSOs use a flexible approach to holding open viewings depending on previous voids, demand, previous refusals at the scheme, unique features of the property etc supported by a consistent procedure.	LSM	LSOs	April 2010	Open viewings are held Increases housing choice for people in housing need. People who may not have been re-housed through CBL because of lower priority now have realistic opportunity to be housed.	100%	LSM Briefed LSOs at 1:1s Open viewings which multiple applicants attend has proved successful since inception. Previous HTL properties or schemes have been let successfully.
3.18	Marketing properties in a professional format at LSC's, the Maltings on a dedicated Property Marketing Board and our website supported by a consistent procedure.	NSO (Projects)	LSM ADTS LC LSOs CM P&AM	June 2010	A wider audience of people in housing need are better informed about available properties, increasing choice. Increases accessibility to the Trust's homes and improves information to customers.	100%	Advertising Boards in process of being purchased. LSM liaising with Facilities Manager to implement this by end of May 2010. DCS (H&S) met with CM on 7/5/10 to discuss use of web to advertise properties, currently being implemented. Initial costs have been implemented and costs provided. LSM to purchase estate agent style boards from local budget. FM to purchase display cases. LSM and FM will look to install displays to ensure actioned by end of June 2010. Display poster has been discussed with CM and Lettings and draft agreed. Proof to be produced.

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by:							
- improving empty property re-let performance							
Outcomes to be achieved:							
- a better understanding of how service costs compare to other organisations providing similar services;							
- homes that are let quickly to those in housing need; and							
- more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
							05/07/10 - Boards now displayed in Keynsham and Meade LSCs advertising available properties. Boards have been purchased for other two LSCs and should be in place by 12 July 2010.
3.19	Dedicated staffing resource to progress HTL initiatives and support the other LSO, given the variable volumes	DCS(H&S)	NSO (Projects) CIO	April 2010	Available properties are taking less time to let, increasing the number of properties available for letting at any one time. Applicants have greater choice. Communities benefit from a reduction in the number of empty, hard to let properties in their area which has a negative impact on their physical environment and ongoing sustainability.	100%	Agreed and moved 1.5 FTE to the Lettings Services Team Part time resource in places from 06/04/10
3.20	Agree the marketing of HTL 1, 2 & 3 bedroom homes to households who may under occupy.	DCS(H&S)	LSM ADTS LC	June 2010	Applicants have greater choice. Communities benefit from a reduction in the number of empty, hard to let properties in their area which has a negative impact on their physical environment and ongoing sustainability. Increases housing choice for people in housing need. People who may not have been re-housed through CBL because of lower priority now have realistic opportunity to be housed.	100%	Agreement reached with B&NES who support the changes which we have now implemented.

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by: <ul style="list-style-type: none"> - improving empty property re-let performance Outcomes to be achieved: <ul style="list-style-type: none"> - a better understanding of how service costs compare to other organisations providing similar services; - homes that are let quickly to those in housing need; and - more efficient services for tenants. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
3.21	Identify our homes that have small second bedrooms and either reclassify these as one bedroom homes or market these for couples or families with one child only.	NSO (Projects)	LSM ADTS LC LSOs	June 2010	Log of homes that will be advertised for under-occupation Homes re-classified as one beds where appropriate	100%	Spreadsheet created and populated with identified properties Allocations policy revised to reflect changes Appropriate marketing underway
3.22	Train SHO's to complete viewing and pre-tenancy questionnaire SHOs to be given contact details and to arrange appointments directly	LSM	OPHSM	April 2010	Sheltered properties are let more quickly. Applicants benefit from receiving specialist knowledge of the scheme and the sheltered service at the viewing which leads them to make more informed choices about their new home. Leads to greater satisfaction amongst new tenants. Applicants build up an immediate connection with the person who will be providing a support service to them. Reduced re-let times as Lettings officers are freed up to concentrate on letting other properties more quickly.	100%	Training completed SHOs now carrying out viewings and arranging appointments.
3.23	Hold open days to promote sheltered schemes and create demand where hard to let problems are experienced.	NSO (Projects)	OPHSM SHOs	May 2010	As 3.22 above. Increases housing choice for people in housing need. People who may not have been re-housed through CBL because of lower priority now have realistic opportunity to be housed. Older people in housing need who may not be aware of the Trust's sheltered properties are able to access the service.	100%	Open day was held at Avon Court in Batheaston which led to 2 previously HTL properties being let immediately. Advert is in June's B&NES newsletter 'Connect'. This advertises our sheltered schemes and provides named officer to contact as well as dedicated e mail address – 'shelteredhomes@somer.org.uk'. Database in place which records the names and addresses of people who respond to advert.

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by:							
- improving empty property re-let performance							
Outcomes to be achieved:							
- a better understanding of how service costs compare to other organisations providing similar services;							
- homes that are let quickly to those in housing need; and							
- more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
3.24	Identify the best locations/ways to advertise & promote sheltered homes, create a "waiting list" of people interested in sheltered housing	NSO (Projects)	ADTS LSM LSOs OPHSM CM	July 2010	Older people in housing need who may not be aware of the Trust's sheltered properties are able to access the service. Vulnerable people in housing need have greater choice of housing options. People who have difficulty accessing housing because of Homesearch & IT difficulties increase their access options. Relet times are reduced	100%	See 3.23 above Presentation given to Black and Ethnic Minority Senior Citizens Advice service (BEMSCA) to promote Sheltered Housing and how we advertise, promote and let empty homes. Presentation to SHOP Allocation policy revised to open up to homes to 55+ age group In addition to other methods outlined in 3.23 above, we have also started to advertise hard to let sheltered properties using Homeswapper's 'Houses Immediately available' advertising website for those properties where all other methods have tried and failed. To date, two properties have been advertised in this way and responses were immediate leading to the successful letting of both properties.
3.25	Design & implement a reward scheme where sheltered residents & Older Persons Interest Groups recommend a friend/family who would like to move into sheltered and successfully move	NSO (Projects)	OPHSM ADTS LSM	July 2010	See 3.23 above	100%	Presentation to SHOP re options for scheme Meeting arranged with Communications Team re publication of scheme Meeting held with SHOP group to discuss best options for proposed scheme, including whether they endorsed it which they did. Incentive of £30 per successful letting agreed. There will be a strict criteria for the scheme which will only apply to hard to let sheltered properties. Scheme to be advertised through ST and Somersault as well as localised targeted advertising when and where such vacancies arise. Process and publicity material agreed. Scheme will be targeted at particular schemes. Scheme available from

VALUE FOR MONEY							
Recommendation: R3							
Improve the approach to value for money in the services inspected by:							
- improving empty property re-let performance							
Outcomes to be achieved:							
- a better understanding of how service costs compare to other organisations providing similar services;							
- homes that are let quickly to those in housing need; and							
- more efficient services for tenants.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
							06/09/10
3.26	Identify residents who could be available to meet with prospective new tenants and those interested in sheltered to answer questions from a resident perspective	LSM	OPHSM ADTS SHOs SHTLs	July 2010	Scheme launched Residents are available to meet prospective new tenants New tenants are more satisfied with their new homes		In light of other options above this action has been agreed as being unnecessary and obsolete
3.27	Tenancy sign up service offered to tenants from local service centres to increase service delivery flexibility supported by a consistent procedure.	ADTS	NSM NSO LSO	April 2010	Reduced re-let times. Working people have more flexibility as to when they sign up for their tenancy. People can choose where to complete tenancy sign up which is more convenient for them.	100%	Staff briefed and are using a flexible approach to location and times of sign ups to meet customer demand
3.28	Weekly rota established for early evening sign up's at the LSC's in response to applicant request.	LSM	LSO NSM NSO LC P & AM	May 2010	Working people have more flexibility as to when they sign up for their tenancy.	100%	Completed using a flexible approach to location and times of sign ups to meet customer demand

4. Gas Servicing

GAS SERVICING							
Recommendation: R4							
Improve outcomes in the delivery of gas servicing by:							
- improving performance on gas service completions, including the level of annual gas services that are completed within the legal 12 month requirement							
Outcomes to be achieved:							
- safer homes for tenants; and							
- improved service delivery.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
4.1	Appoint interim Gas Safety Manager	DCS(P)	HR	March 2010	Interim in place	100%	Interim GSM in place .Agreed to remain in post until 1 st Oct. minimum.
4.2	Complete recruitment of permanent Gas Safety Manager	DCS(P)	HR	August 2010		100%	Interviews carried out 22/04. Unable to appoint. Salary review being completed. Two failed recruitment exercises-currently negotiating a 12 month contract for the GSM to ensure continuity over this period of change. New GSM now in place.
4.3	Revise the approach to the annual servicing programme by: <ul style="list-style-type: none"> develop new policy, procedures, letters and leaflet; complete equality impact assessment (EIA) and action plan identifying VFM targets train engineers and frontline staff in new procedures; implement new programme 	CPM / GSM	CM ICTM Budget for new leaflets Staff time for training	July 2010	Policy approved by Board Procedures in place and being followed Revised letter sent to tenants Leaflet in place and available from website Publicity in Somer Times EIA completed and action plan Staff training complete and evaluated Reduced level of 'no access' Reduced level of 'out of date' servicing 100% success through the year	100%	Revised Policy approved by Board (May 10) EIA complete and reported to Board in May 10. Actions reflected in 2.1, 2.2 & 2.4 Procedures approved by Trust Management Team (June) Revised letters in place. Leaflet redrafted and being produced. Gas engineers and staff briefed Housing & Support to be briefed on new Gas Safety procedure w/e 30/07/10 Interim programming already in place First batch of 10 month programming achieved during week ending 9/7/10 Pennintons outputs received and being used as part of redesign of service to achieve improved value for money.

GAS SERVICING							
Recommendation: R4							
Improve outcomes in the delivery of gas servicing by: - improving performance on gas service completions, including the level of annual gas services that are completed within the legal 12 month requirement Outcomes to be achieved: - safer homes for tenants; and - improved service delivery.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
4.4	Check system to ensure compliance and improved service delivery for residents	CPM / GSM	Gas intervention team	September 2010	Annual report to tenants 2011 shows: Reduced level of 'no access'; Reduced level of 'out of date' servicing; 100% success through the year; Improved customer satisfaction ratings. Value for money being demonstrated.	100%	Links to TSA standard 1&2 and local standards at 1.1-1.6 The intervention is booked to recommence mid September. Service improvements already in place following SNI including 10 month programme will be reviewed as part of the intervention. For gas servicing, system check completed and the 10 month programme has been re-profiled over the year to avoid peaks and troughs and improve VFM.
4.5	Develop and agree a range of performance measures aligned to the purpose of the gas service, to be used by staff, managers, Board and resident scrutiny panel (once established)	CPM / GSM	MIO	End June 2010. 1 st report using revised performance measures to go to Board September 2010	Monitoring reports to Board and resident scrutiny panel each quarter to include outputs, recommended actions to improve and reports on actions taken; Up-to-date performance information on website Annual report to tenants 2011	100%	New suite of performance measures approved by Trust Management Team. Passed to MIO to compile data for Q2 report for Board Sept 2010. 1 st Quarter Satisfaction results now available. To be reported to Board in July. Linked to 2.1 Performance measures being added to website
4.6	Develop quarterly data validation process between existing IT systems	GSM	MIO Internal Audit	July 2010. and quarterly	Validation process in place Excel 'look up' reports produced Annual Internal Audit assurance report	100%	Report template in place. Validation to take place quarterly thereafter. Included in revised procedures. First validation exercise completed week ending 09/07/10 GFD currently arranging with Internal Auditors, Mazaars, to carry out assurance audit and report for Q3 2010/11

GAS SERVICING							
Recommendation: R4							
Improve outcomes in the delivery of gas servicing by: <ul style="list-style-type: none"> - improving the quantity of external quality inspections of gas services to meet good practice guidelines - ensuring completed gas safety inspections meet gas safety regulations Outcomes to be achieved: <ul style="list-style-type: none"> - safer homes for tenants; and - improved service delivery. 							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
4.7	Develop monitoring reports to ensure 10% external quality checks completed	GSM		April 2010	Reports on number of checks completed against number of services completed Action taken to ensure levels required	100%	10% quality checks carried out
4.8	Develop quality assurance framework for managing engineer quality, using data provided by internal and external quality checks	GSM		July 2010	Quality assurance reports being used by Gas Safety Manager to improve quality	100%	Revised process now in place involving Gas Supervisor audits and external audits and confirmed within the procedures.

GAS SERVICING							
Recommendation: R4							
Improve outcomes in the delivery of gas servicing by: - routinely testing tenant satisfaction with gas servicing Outcomes to be achieved: - safer homes for tenants; and - improved service delivery.							
Ref	Key Tasks	Officer(s) responsible	Resources required	Due by	Evidence required to evidence outcome achieved	Progress made (% completion reported quarterly)	Comments
4.9	Develop and implement customer satisfaction survey with residents	CPM / GSM	Staff time Production costs	July 2010 and quarterly	Survey form Quarterly performance pack	100%	New survey form signed off by Gas Safety Focus Group. Process agreed. Gas Engineers briefed mid June for immediate start Now in place
4.10	Monitor responses and report feedback through team meetings, to managers and Board	GSM	Staff time	July 2010 and quarterly	Quarterly Performance report	100%	Linked to 4.5 and 2.9-2.10

5. Key & Glossary

Key

Abbreviation	Job Title	Abbreviation	Job Title
AA (MA)	Assistant Accountant (Management Accounts)	H of MA	Head of Management Accounts
ADAM	Assistant Director Asset Management	HR	Human Resources
AD(R)	Assistant Director Repairs	ICTM	Information Communication Technology Manager
ADTS	Assistant Director Tenancy Services	LC	Lettings Coordinator
ASBM	Anti-Social Behaviour Manager	LSA	Lettings Services Administrator
CIO	Customer Information Officer	LSM	Lettings Services Manager
CIM	Community Investment Manager	LSO	Lettings Services Officers
CIT	Community Investment Team	MIO	Management Information Officer
CM	Communications Manager	NSM	Neighbourhood Services Managers
CPM	Change Projects Manager	NSO	Neighbourhood Services Officers
CSA	Customer Services Advisor	OPHSM	Older People's Housing and Support Manager
CS(H&S)	Director of Customer Services (Housing & Support)	P & AM	Policy and Admin Manager
DCS(P)	Director of Customer Services (Property)	SCHT MD	Somer Community Housing Trust Managing Director
FM	Facilities Manager	SCM	Sustainable Communities Manager
GCE	Group Chief Executive	SHOs	Sheltered Housing Officers
GDCS	Group Director Corporate Services	SHOP	Sheltered housing and older persons (working group)
GFD	Group Finance Director	SHTLs	Sheltered Housing Team Leaders
GSM	Gas Service Manager	SIM	Service Improvement Manager
H of G	Head of Governance	VTL	Voids Team Leader

Glossary

Abbreviation	Meaning	Abbreviation	Meaning
B&NES	Bath and North East Somerset Council	PECT SLA	Peterborough Environment City Trust Service Level Agreement (providing void energy management service)
BEMSCA	Black and Ethnic Minority Senior Citizens Advice service	Q4	Quarter 4 – January to March for performance monitoring purposes
CBL	Choice based lettings	RSLs	Registered Social Landlords
CLG	Communities and local government	SMART	Specific Measurable Achievable Realistic Timebound
C&R	C&R Associates is a company commissioned to undertake the customer profiling survey on behalf of the Trust	SNI	Short Notice Inspection
E&D	Equality and Diversity	SRC	Somer Residents Committee
EIA	Equality Impact Assessment	STATUS	standard format of customer satisfaction survey produced by the National Housing Federation
FTE	Full Time Equivalent	TMT	Trust Management Team
GN	General Needs	TSA	Tenant Services Authority
HTL	Hard to let	VFM	Value for money
KLOE	Key lines of enquiry		
LSCs	Local Service Centres		