

PCHA Inspection Action Plan

Ref	Issue identified	Actions	Start date	Completion date	Responsible Manager	Resources (cost & scope)	Expected outcomes	How we will measure outcomes	Monitoring (how, who & when)
<b>Access and Customer Care - Weaknesses</b>									
1	Translations offered on the website are not those most commonly used by customers and are inconsistent with those used in printed literature.	Review languages to identify the most common languages in PCHA's customer group. Translation page updated with languages consistent with leaflets and PCHA customer profile.	01/08/09	30/09/09	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 9)	Consistent information available in agreed languages. Equal levels of resident satisfaction with information and access when analysed by diversity strand	Range of satisfaction surveys covering key services provided by PCHA	Quarterly analysis of satisfaction by diversity and annual PCHA wide analysis. 6 monthly refreshing of top community languages.
2	Service standards as detailed in the Tenants' Quality Promise are not comprehensive with no reference to commitments in terms of service charges while those for ASB are limited and do not include a commitment, for example, to keep tenants informed of progress.	Review PCHA service standards involving residents to ensure they are comprehensive. PCHA Service Standards to be completed by 27th February 2010 supported by detailed quality assurance mechanisms.	01/09/09	27/02/10	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 8)	100% of staff know what is expected of them Reduction of 25% in number of complaints upheld Achievement of satisfaction target for each service	Staff surveys, internal accreditation, transactional surveys and complaints reports. Resident scrutiny of performance.	Standards to be agreed with residents and scrutinised by involved residents. Survey results and complaints reporting to SMT at least once a quarter.
		Further review of group wide service standards to ensure consistency to begin on 1st January 2010 for completion and roll out by 31st July 2010	01/01/10	31/07/10					
3	Written correspondence is not replied to promptly and consistently. Performance recording recently started, shows that in June 2009 only 65 per cent of housing management letters were answered on time. All service charge letters were answered on time	Introduce rigorous compliance testing of correspondence responses with managers held to account on performance by 1st November 2009.	01/09/09	01/11/09	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 9)	100% correspondence responded to within published timescales	KPI reports to Managers and SMT and Residents	Monthly meetings with Managers and through 1-2-1's with individual staff. Reported quarterly to residents on Website and through Newsletters
		Introduce electronic document management to streamline administrative processes, improve transparency across the organisation, track performance against PCHA's service standards by 30th April 2010	01/11/09	30/04/10					
4	Checks of complaints files showed file management to be poor. There was a lack of clarity in terms of case history and case status for example. Ownership of case closure was also unclear with timescales for resolution confusing.	Develop Front Office CRM (IT system) as the sole system recording complaints. This will provide a single point of ownership and ensure access to all relevant information leading to improved case management and compliance with service standards.	01/07/09	01/11/09	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 9)	100% Complainants are clear when case is closed. Achieve 75% satisfaction with complaint handling	Transactional surveys on case closure. Case review audits. Management reporting from Complaints system	Quarterly analysis of satisfaction and reporting to Managers, SMT and residents
		Put in place new process for closing complaint cases including tracking that promised actions are delivered.	01/09/09	27/02/10					
5	Observations of the contact centre found that a key issue for callers was the lack of response by PCHA to previous customer contact by phone and email.	Re-design Housing Management Service to provide clear responsibilities and individual accountability for service to customers	01/10/10	01/04/10	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 9)	100% customers receive a response within advertised timescales and to the standard of quality set	KPI reports to Managers and SMT and Residents	Monthly meetings with Managers and through 1-2-1's with individual staff. Reported quarterly to residents on Website and through Newsletters
		Develop monitoring reports to analyse customer communications to PCHA and response times of the organisation.	31/01/10	27/02/10					
		Introduce quality control checks to ensure that high quality responses are issued by back office staff	31/01/10	27/02/10					
6	Frontline services are not yet offering a seamless service. The contact centre and reception staff cannot make appointments for housing officers. This means the service is not as responsive as it could be and this is less convenient for tenants.	Consult with staff on the best way to book appointments	01/12/09	01/01/10	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 9)	100% Residents calling the contact centre can book an appointment with their Property Manager or Rent Officer Increase in satisfaction with access to service	Mystery Shopping and satisfaction surveys	Reported quarterly to SMT and residents
		Pilot new appointment system	01/01/10	01/02/10					
		Review and roll out across PCHA	01/02/10	01/04/10					
7	Tenant satisfaction is not strong. The 2007 survey showed that tenant satisfaction with services overall was only 64 per cent and 67 per cent were satisfied with opportunities to participate.	Develop robust system to use range of resident feedback to improve services and feedback outcomes to resident	01/11/09	01/04/10	Senior Customer Experience Manager	Costs accounted for in recommendation (ref. 9)	75% resident satisfaction overall with the services they receive from PCHA 75% resident satisfaction with involvement opportunities	STATUS survey and transactional surveys	Report to SMT, Board and Manager on STATUS results Quarterly reports on transactional
		Publicise involvement opportunities to residents including the menu of options	01/01/10	01/03/11					

PCHA Inspection Action Plan

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		Analyse survey results and information from complaints to identify areas of focus for residents	01/12/09	01/03/10					surveys to SMT and managers.
		Develop and deliver SMART action plans to address issues identified from the feedback from residents and ensure accountability at a senior level for delivery	01/11/09	01/03/11					Annual MD's report
<b>Access and Customer Care - Recommendations</b>									
8	Put in place comprehensive, measurable service standards which are monitored with tenants and publicised - by July 2010	Review PCHA service standards involving residents to ensure they are comprehensive. PCHA Service Standards to be completed by 27th February 2010 supported by detailed quality assurance mechanisms.  Further review of group wide service standards to ensure consistency to begin on 1st February 2010 for completion and roll out by 31st July 2010	01/09/09	27/02/10	Senior Customer Experience Manager	Medium	100% of staff know what is expected of them Reduction of 25% in number of complaints upheld Achievement of satisfaction target for each service	Staff surveys, internal accreditation, transactional surveys and complaints reports. Resident scrutiny of performance.	Standards to be agreed with residents and scrutinised by involved residents. Survey results and complaints reporting to SMT at least once a quarter.
9	Introduce better tracking and management of complaints and of contact with customers as planned - by July 2010	Develop Front Office CRM (IT system) as the sole system recording complaints. This will provide a single point of ownership and ensure access to all relevant information leading to improved case management and compliance with service standards.  Put in place new process for closing complaint cases including tracking that promised actions are delivered.	01/07/09	01/11/09	Senior Customer Experience Manager	Medium	100% Complainants are clear when case is closed. Achieve 75% satisfaction with complaint handling	Transactional surveys on case closure. Case review audits. Management reporting from Complaints system	Quarterly analysis of satisfaction and reporting to Managers, SMT and residents
10	Use comprehensive tenant profile information to inform the planning and delivery of services - by July 2010	Analyse customer satisfaction by the 6 diversity strands. Identify trends and develop plans to greater satisfy these groups of customers.  Report on profiling data quarterly to the Senior Management Team to inform strategic planning to start from October 2009  Set target in 10-11 Business Plan for satisfaction for all service areas to demonstrate parity for all diversity strands by March 2011.	01/10/09	31/03/10	Head of Supported Housing	Low	Satisfaction for all service areas to demonstrate parity for all diversity strands by March 2011.	Transactional satisfaction reports to Managers and SMT and Residents. Annual reports to board by MD and quarterly updates	Quarterly analysis of satisfaction by diversity and reporting to Managers, SMT, residents and board
11	Take a robust approach to the reporting and management of ASB - by July 2010	Carry out case review of 100% current ASB cases using ASB specialist  Implement a full service review, to include competency training and quality checking of cases.  Put in place an accredited IRPM training programme for all frontline members of staff from April 2010.	01/08/09	01/09/09	Deputy Director Housing Services	High	Agreed service standards being met 100% Resident satisfaction with ASB service 70% 100% Property Managers achieve accredited status within 6 months	Management performance reports on service standards. Resident satisfaction surveys Staff accreditation	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
<b>Diversity - Weaknesses</b>									
12	The Board profile is not representative of the profile of PCHA service users.	Set Genesis Group target for board members to represent more closely the profile of the communities they serve with 50% of board members from each gender and 50% to be from BME groups. Target to be reviewed every 1 years with aim to achieving it within 3 years. Set clear milestones to achieve target in two identified strands with stepped annual targets over the next two years  Allocate responsibility for board profile changes to the chair of each board and introduce this targets as part of the annual evaluation.	08/12/09	08/12/12	Group Director of Corporate Services	Costs accounted for in recommendation (ref. 10)	Met 50% target for Gender and Ethnicity within 3 years	Annual analysis of PCHA Board profile Annual appraisal of board chairs	Annual report to group diversity committee and group boards

PCHA Inspection Action Plan

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13	Progress on collecting tenants' profile information has not met target.	Set updated target for PCHA to collect 99% of Age, Gender, Disability and Ethnicity information by July 2010. Introduce stepped targets for Faith and Sexuality of 50% collection by July 2010 and 99% by July 2012  Project plan in place involving resources from across the group to meet the target of 99% by July 10. Gender and disability currently at 99% so must be maintained. Key milestones agreed for age and ethnicity (95% and 85% respectively by 1st April 2010 progressing to 98% by 30th May 2010). Key actions include - Customer contact centre is collecting and updating the diversity data for all callers where gaps identified. Input of diversity data agreed across the groups as a compulsory activity when creating a tenancy. Post the housing services redesign it has been agreed that Property managers will be set collection targets within their own patch. This will commence in Feb 10.	01/08/09  01/09/09	01/09/09  31/07/10	Head of Supported Housing	Costs accounted for in recommendation (ref. 10)	Achieve 99% collection of diversity data for Age, gender, ethnicity and disability by July 2010 Achieve stepped targets set for faith and sexuality	Diversity data extract from database	Monthly reports to managers and SMT. Quarterly report to board
14	Profile information collected is not being effectively used to inform service planning and ensure the diverse needs of tenants are met.	PCHA diversity profile used to inform business planning for 08/09. Update and sent to SMT on a quarterly basis from 1st October 2009.  Target in 10-11 Business Plan for satisfaction for all service areas to demonstrate parity for all diversity strands by 31st March 2011. Service managers to be clearly identified as responsible for analysing and tailoring key aspects of their service. For example the allocations manager must analyse the diversity of those residents on the transfer list and compare to the PCHA wide diversity profile. Managers will also be responsible for evidencing the outcomes for residents from their new approach. First area of focus to be responsive repairs as different satisfaction levels by gender identified.	01/10/09  01/11/09	31/03/11  31/03/11	Head of Supported Housing	Costs accounted for in recommendation (ref.10)	Parity in transaction satisfaction by diversity strands by 31st March 2011	satisfaction surveys of respective services. Diversity analysis will be refreshed to check if improvements have addressed imbalances.	Exception reports to board, SMT monthly, head of service.
15	The robustness of impact assessments is limited due to the lack of understanding and analysis of the diversity of complainants and alleged perpetrators	Set up manual recording of diversity of ASB complainants and alleged perpetrators to enable tailored service delivery and focussed work with external agencies by 1/09/09  Implement new IT system to include recording of diversity data to enable analysis of information. ASB equality impact assessment to be updated after service review	01/09/09  01/02/10	27/02/10  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Parity in transaction satisfaction by diversity strands by 31st March 2011	satisfaction surveys of respective services. Diversity analysis will be refreshed to check if improvements have addressed imbalances.	Exception reports to board, SMT monthly, head of service.
16	Information on the profile of ASB cases is being recorded but is not analysed. There has been no mapping of incidents which might help improve PCHA's understanding of trends. This makes it impossible to target resources at preventing ASB more effectively.	Start manual mapping of ASB incidents to identify hotspots.  Develop stakeholder relationships in areas with the highest levels of ASB reported.  Introduce new IT system to assist with mapping and hotspot identification in the future	01/09/09  01/10/09  01/02/10	01/04/10  31/03/11  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Ratio of spend to satisfaction on identified hotspot areas. This data will be used to inform and priorities future neighbourhood plan	Annual analysis of spend against satisfaction in identified hotspots	Report to SMT and managers
<b>Anti-social behaviour - Weaknesses</b>									
17	There are weaknesses in the management of low level ASB cases. There are inconsistencies in the priority given to low level cases and the recording of these cases has not been effective. While steps have been taken to address this, it does not provide a long term solution and there are liable to be delays in updating records.	Carry out case audit including low level cases. Ensure any issues identified are actioned in line with best practice.  Put in place a database for recording all ASB cases, to be monitored by Team Leaders and the ASB Manager.  Carry out full service review in conjunction with customers & stakeholders to ensure compliance with RESPECT Agenda to include updating ASB procedure	01/08/09  01/09/09  01/09/09	01/09/09  27/02/10  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Agreed service standards being met 100% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board

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		Develop regular auditing systems	01/01/10	01/04/10					
18	There is no evidence to demonstrate that tenants are kept informed of progress in dealing with their complaint of ASB. Our file checks and a focus group with complainants showed a lack of information on progress and a failure to acknowledge tenants' letters is not uncommon.	Undertake mid-case reviews on all open ASB cases  Re-designed processes to include requirement for Property Managers to contact all cases regularly, with defined frequencies depending on the seriousness of the case.	01/11/09  01/10/09	31/03/11  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Agreed service standards being met 100% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
19	Too much emphasis is placed on referring ASB cases elsewhere. This is exacerbated by the lack of an out of hour's service for responding to ASB cases. Callers can only leave a recorded message.	Full service review in conjunction with customers & stakeholders to ensure compliance with RESPECT Agenda to include updating ASB procedure  Introduce new structure with 3 ASB co-ordinators supporting Property Managers who will now have responsibility for all ASB cases. Designate an Area Operations Manager as ASB champion  Investigate options for providing a manned 24hr telephone service	01/09/09  01/01/09  01/11/09	01/04/10  01/04/10  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Resident satisfaction with access to the ASB service of 80% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
20	ASB enforcement activity has been low and insufficient use is made of evidence gathering facilities. Not all available tools such as demoted tenancies are being used while others are used sparingly. To date one mobile CCTV unit has been used but it has remained in the same location.	Carry out case audit including low level cases. Ensure any issues identified are actioned in line with best practice  Purchase noise monitoring equipment and additional CCTV	01/08/09  01/09/09	01/09/09  01/12/09	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Benchmarking of enforcement activities through HouseMark with the target of achieving a median score by 31st March 2011	HouseMark benchmarking report	Quarterly benchmarking report to Managers and SMT. Feedback to residents on outcomes of enforcement actions in newsletter and annual report on performance
21	Partnership arrangements which might best support PCHA in tackling ASB are not maximised or used consistently.	Develop arrangements to improve information sharing within PCHA focusing on outcomes of partnership meetings and external learning  Carry out mapping exercise to identify all partnership meetings to ensure that these arrangement can be used as a further resource to tackle ASB and deliver a more joined up ASB service with Property Manager acting as key contacts	01/08/09  01/10/09	01/10/09  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Stakeholder satisfaction with PCHA as a credible partner to tackle ASB 70%	Annual stakeholder satisfaction survey External stakeholders acting as critical friend to review Service Improvement Plan	Annual report to Managers, SMT, board and residents
22	PCHA does not publicise successful enforcement cases which might present a deterrent to others.	Develop communication plan and schedule to raise awareness of PCHA's ASB service  Analyse impact of publicity on hotspot areas	01/08/09  01/04/10	01/04/10  31/03/11	Head of Business Improvement	Costs accounted for in recommendation (ref. 11)	Report on impact of publicity in identified hotspot areas	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board

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23	The performance management and reporting of ASB cases is poor. Satisfaction monitoring is not comprehensive and does not capture satisfaction with low level cases or with outcomes. In the absence of a single comprehensive recording system for all case types, reports generated are limited in coverage and do not provide a full indication of performance in terms of case types, case resolution or number of re-opened cases. Inaccuracies in the recording of the number of evictions for ASB are of some concern. Overall, this does not provide confidence in service performance.	Carry out case audit including low level cases. Ensure any issues identified are actioned in line with best practice.  Put in place a database for recording all ASB cases, to be monitored by Team Leaders and the ASB Manager.  Carry out full service review in conjunction with customers & stakeholders to ensure compliance with RESPECT Agenda to include updating ASB procedure  Develop regular auditing systems	01/08/09  01/09/09  01/09/09  01/01/10	01/09/09  27/02/10  01/04/10  01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Agreed service standards being met 100% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
24	Cases are closed quickly after an average of only 20 working days but PCHA does not fully understand why this is and whether cases are closed effectively.	Undertake mid-case reviews on all open ASB cases  Undertake case closure reviews for all cases	01/11/09  01/11/09	31/03/11  31/03/11	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Agreed service standards being met 100% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
25	PCHA does not fully comply with the Respect Standard. While preventative work is in keeping with the spirit of the Standard, issues such as confusion over case accountability and the low levels of enforcement action are key areas which need further work to ensure full compliance.	Carry out full service review in conjunction with customers & stakeholders to ensure compliance with RESPECT Agenda to include updating ASB procedure	01/09/09	01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Agreed service standards being met 100% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
26	Tenants at our focus group had serious concerns about PCHA's approach and confirmed many of our findings.	Set up ASB Focus Group to get continuous feedback on approach and influence service delivery	01/09/09	01/10/09	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Agreed service standards being met 100% Resident satisfaction with ASB service 70%	Management performance reports on service standards. Resident satisfaction surveys	Operational management team, SMT, performance reviews weekly, 8 weekly TCF, and quarterly to board
<b>Service Charges - Weaknesses</b>									
27	The switch to variable service charging has been poor in its implementation. A lack of reliable data on services and costs with which to ensure accurate charging resulted in a number of tenants receiving estimates for services not provided or estimates which were too high.	Group-wide service charge project plan in place, chaired by the group chief operating officer. Plan includes reconfiguring the housing and financial systems to deliver more transparent, accurate and understandable information regarding service charge for PCHA's customers.  Undertake a full consultation exercise at a scheme level prior to finalising service charge estimates for 2010/11. Include customer who have previously expresses dissatisfaction with service charges in consultation.	01/04/09  01/11/09	01/04/10  01/01/10	Group Head of Service Charges	Costs accounted for in recommendation (ref. 32)	70% satisfaction with service charge 70% satisfaction with cleaning and gardening	50% reduction in number of queries from customers regarding their service charge budgets and accounts. The actual service charge accounts for 2010/11 will be within 5% margin of the estimates. Customer satisfaction surveys	Customer satisfaction reported to the Senior Management Team, the Tenants' Consultative Forum and monthly to the service charge project board. 6 monthly analysis of number of queries and annual review of variation between estimate and actual accounts
28	While there have been improvements including in outcomes for customers, the process is yet to fully mature and further improvement is needed. PCHA estimates that it could take in the region of 18 months before the administration of service charging is at the same standard as other parts of the group	Recruit additional experienced staff or seconded from elsewhere in the group to improve the service and support PCHA's newly appointed property managers while they develop knowledge and skills	01/11/09	01/04/10	Group Head of Service Charges	Costs accounted for in recommendation (ref. 32)	70% satisfaction with service charge 70% satisfaction with cleaning and gardening	50% reduction in number of queries from customers regarding their service charge budgets and accounts. The	Customer satisfaction reported to the Senior Management Team, the Tenants'

PCHA Inspection Action Plan

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	the group.	New structure to have a single point of contact for residents on Service Charges with Property Managers accountable for accuracy of service charge accounts and the tracking of value for money on their patch  Introduce IRPM accredited training as part of induction programme for new staff	01/01/10  01/04/10	01/04/10  31/03/11				actual service charge accounts for 2010/11 will be within 5% margin of the estimates. Customer satisfaction surveys	tenants Consultative Forum and monthly to the service charge project board. 6 monthly analysis of number of queries and annual review of variation between estimate and actual accounts
29	There is a reliance on the reduction of formal complaints received as a measure of success in addressing service weaknesses. In the absence of any measure of opinion on the administrative process there is still uncertainty about how well the proportion of complaints received reflects the quality or efficiency of the service delivered.	Group-wide service charge project plan in place, chaired by the group chief operating officer. Plan includes reconfiguring the housing and financial systems to deliver more transparent, accurate and understandable information including a suite of performance measures.  Undertake a full consultation exercise at a scheme level prior to finalising service charge estimates for 2010/11. Include customer who have previously expresses dissatisfaction with service charges in consultation.	01/04/09  01/11/09	01/04/10  01/01/10	Group Head of Service Charges	Costs accounted for in recommendation (ref. 32)	70% satisfaction with service charge 70% satisfaction with cleaning and gardening	50% reduction in number of queries from customers regarding their service charge budgets and accounts. The actual service charge accounts for 2010/11 will be within 5% margin of the estimates. Customer satisfaction surveys	Customer satisfaction reported to the Senior Management Team, the Tenants' Consultative Forum and monthly to the service charge project board. 6 monthly analysis of number of queries and annual review of variation between estimate and actual accounts
30	Rent and service charge collection and arrears performance is mixed. Performance in arrears management compares well against the best performers in its benchmarked peer group and collection performance is above average but year to date figures (6.4 per cent and 98.5 per cent respectively) at June 2009 show targets (5.5 per cent and 100 per cent) are not being met.	Review performance management framework to include profiling and forecasting performance to establish more effective target setting.  Undertake review of rent and service charge collection and arrears process	01/11/09  01/10/09	31/03/10  01/02/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 32)	Meet set rent and service charge collection target for 2010/11	Management performance reports	Reported monthly to managers and members of the team. Quarterly report to SMT and board. Annual report to residents
31	The service is not consistently customer focused. Key concerns raised by tenants were the lack of response to queries, the need to speak to different officers each time and explain their issues repeatedly and the lack of accountability and continuity. This has contributed to the number of complaints received.	Undertake re-structuring exercise to make the property manager the single point of contact for customers. The property manager will become the customer champion. The property managers will also take responsibility for service charge budgets. Quality assurance framework in place to monitor individual performance against service standards	01/10/09	01/04/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Customer satisfaction with service of 75% 100% compliance with service standards	Customer satisfaction surveys, performance measuring of service standards	Monthly to Managers, staff and SMT. Quarterly to board. To all resident through the resident newsletter
<b>Service Charge - Recommendations</b>									
32	Put in place robust systems for the administration and management of service charges including measurements of success - by July 2010	Group-wide service charge project plan in place, chaired by the group chief operating officer. Plan includes reconfiguring the housing and financial systems to deliver more transparent, accurate and understandable information including a suite of performance measures. Undertake a full consultation exercise at a scheme level prior to finalising service charge estimates for 2010/11. Include customer who have previously expresses dissatisfaction with service charges in consultation. New structure to have a single point of contact for residents on Service Charges with Property Managers accountable for accuracy of service charge accounts and the tracking of value for money on their patch	01/04/09  01/11/09  01/01/10	01/04/10  01/01/10  01/04/10	Group Head of Service Charges	High	70% satisfaction with service charge 70% satisfaction with cleaning and gardening	50% reduction in number of queries from customers regarding their service charge budgets and accounts. The actual service charge accounts for 2010/11 will be	Customer satisfaction reported to the Senior Management Team, the Tenants' Consultative Forum and monthly to the
<b>Value for Money - Weaknesses</b>									
33	Performance management arrangements to deliver value for money are not all robust. The Group has set PCHA an efficiency target of 11.4 per cent or £2.1 million for 2010/11. There is regular monitoring and reporting of budget spend within PCHA and across the Group and staff are set performance targets linked to key performance	Review group wide approach to ensure service specific and individual efficiency targets are set.  Introduce new framework to cascade high level efficiency target from the Business Plan through to departmental plans and individual work plans.	01/11/09  01/12/09	01/04/10  01/04/10	Head of Business Improvement	Costs accounted for in recommendation (ref. 38)	Meet £2.1 Million efficiency savings target for 10/11	Monitoring of VFM targets in Business Plan/Department Plans/Individual work plans	Reports to staff, managers, SMT, Group Exec and board on a quarterly basis.

PCHA Inspection Action Plan

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	indicators for their respective areas. However, there are no service specific efficiency targets and none are set for individual staff.	Carry out annual Value for Money mapping exercise to identify consolidated efficiency savings linked to group efficiency targets.	01/04/10	31/03/11					
34	Awareness of the cost and quality of services inspected is limited. For example, service charge costs are known but detailed information has not been collected or used to effectively analyse performance in value for money.	<p>Ensure process mapping and re-design exercise identifies transactional costs and captures efficiency savings and quality improvements achieved by driving out waste.</p> <p>Introduce project management blueprint that captures and reviews forecast cost benefits against actual results.</p> <p>Develop a suite of transactional cost measures to be analysed annually against customer satisfaction</p>	01/11/09	01/01/10	Head of Business Improvement	Costs accounted for in recommendation (ref. 37)	Meet £2.1 Million efficiency savings target for 10/11	Monitoring of VFM targets in Business Plan/Department Plans/Individual work plans	Reports to staff, managers, SMT, Group Exec and board on a quarterly basis.
35	PCHA is starting to collect information for its ASB benchmarking group but it is difficult to do this in a way that makes comparisons possible without effective IT.	<p>Introduce new monitoring arrangements for ASB to provide robust and accurate information</p> <p>Introduce new IT system to capture and report on range of performance and cost indicators</p> <p>Fully participate in HouseMark ASB Benchmarking service.</p>	01/09/09	27/02/10	Deputy Director Housing Services	Costs accounted for in recommendation (ref. 11)	Achieve median rating through HouseMark ASB benchmarking by 31st March 2011 70% satisfaction with ASB service	Performance reporting from new monitoring and IT systems. Benchmarking reports from HouseMark, resident satisfaction surveys	Reports to staff, managers, SMT, Group Exec and board on a quarterly basis. Annual report to residents
36	Satisfaction with key service charge items, although improving, has been low.	<p>Carry out consultation at scheme level on service charge estimates for 2010/11</p> <p>Carry out customer feedback surveys after each budget consultation and after sending out annual accounts</p> <p>Work with Estate Services Resident Panel to scrutinise performance of estate contracts</p>	01/11/09	01/01/10	Head of Business Improvement	Costs accounted for in recommendation (ref. 32)	Achieve 70% customer satisfaction with service charge Achieve 70% customer satisfaction with cleaning and gardening	Twice yearly satisfaction surveys of the service charge process. STATUS survey and estate services customer survey. Monthly feedback from resident estate inspectors	Reports to staff, managers, SMT on a monthly basis. Report to board on a 6 monthly basis. Quarterly reports to resident scrutiny panel. Annual report to all residents
<b>Value for Money - Recommendations</b>									
37	Increase the use of cost and quality information to analyse performance at a detailed level - by July 2010	<p>Ensure process mapping and re-design exercise identifies transactional costs and captures efficiency savings and quality improvements achieved by driving out waste.</p> <p>Introduce project management blueprint that captures and reviews forecast cost benefits against actual results.</p> <p>Develop a suite of transactional cost measures to be analysed annually against customer satisfaction</p>	01/11/09	01/01/10	Head of Business Improvement	Low	Meet £2.1 Million efficiency savings target for 10/11	Monitoring of VFM targets in Business Plan/Department Plans/Individual work plans	Reports to staff, managers, SMT, Group Exec and board on a quarterly basis.
38	Ensure appropriate efficiency targets are used to drive improvements in value for money - by July 2010	<p>Review group wide approach to ensure service specific and individual efficiency targets are set.</p> <p>Introduce new framework to cascade high level efficiency target from the Business Plan through to departmental plans and individual work plans.</p> <p>Carry out annual Value for Money mapping exercise to identify consolidated efficiency savings linked to group efficiency targets.</p>	01/11/09	01/04/10	Head of Business Improvement	Low	Meet £2.1 Million efficiency savings target for 10/11	Monitoring of VFM targets in Business Plan/Department Plans/Individual work plans	Reports to staff, managers, SMT, Group Exec and board on a quarterly basis.

Key to Costs
Low - under £15,000
Medium - £15,000 - £50,000
High - over £50,000