

Islington and Shoreditch Housing Association



Short Notice Inspection Action Plan

(Updated 24 May 2010)

This action plan is ISHA's response to the Audit Commission's recommendations arising from the Short Notice Inspection held in January 2010. The Audit Commission's report recommended three areas where action is needed to address the weaknesses they identified: Customer Care and Diversity; Responsive Repairs and Value for Money.

Consultation with residents

The action plan has been developed with residents, through a series of consultation workshops and meetings; a resident survey, which has been posted on the website, available at all events, and available to be taken by telephone. Events were advertised through the newsletter, on the website and every resident was also sent a mailshot.

An innovative and partnership approach has also been used, to widen the resident voice captured through the process.

- To increase participation in Waltham Forest, a joint event was held with ISHA's contractor Connaught on two Waltham Forest estates to promote the repairs service and capture feedback for this action plan;
- A T-shirt printing workshop was hosted by Freeform at ISHA's Residents' Involvement Conference where 29 residents gave feedback on the actions they would like included in the plan through this session;
- and Hackney hosted a viewing of the Olympic Park for residents to review the draft action plan and hear about the benefits expected for residents from the Olympics.

Workshops were held with residents at the following events:

Resident Forum, Saturday 13 March 2010;

Repairs Working Group Thursday, 24 March 2010, focussing on what local performance residents wanted to measure;

Resident Involvement Conference, Saturday, 27 March 2010

Olympic Park, Tuesday, 6 April 2010

Outcomes

- 60 residents contributed to the development of the action plan (4.4% of resident population)
- 8 new Resident Forum attendees
- 17% of contributions were from residents from Waltham Forest (compared to resident base of 7.5%)

The abbreviations for the team responsible for delivering these actions mean:

CE = Chief Executive

FD = Finance Director

OD = Operations Director

PCM = Partnering Contracts Manager

RAPD = Revenue, Allocations and Performance Director

RIM = Resident Involvement Manager

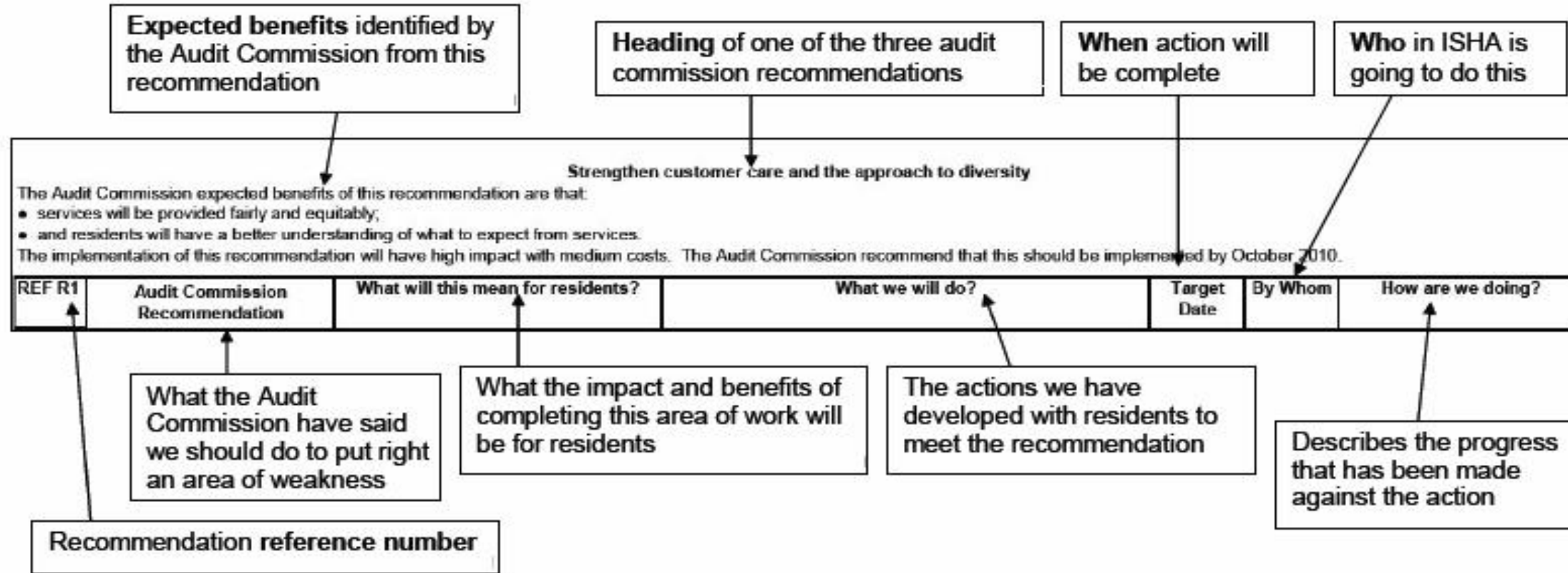
SDT = Service Delivery Team

SDTM = Service Delivery Team Manager

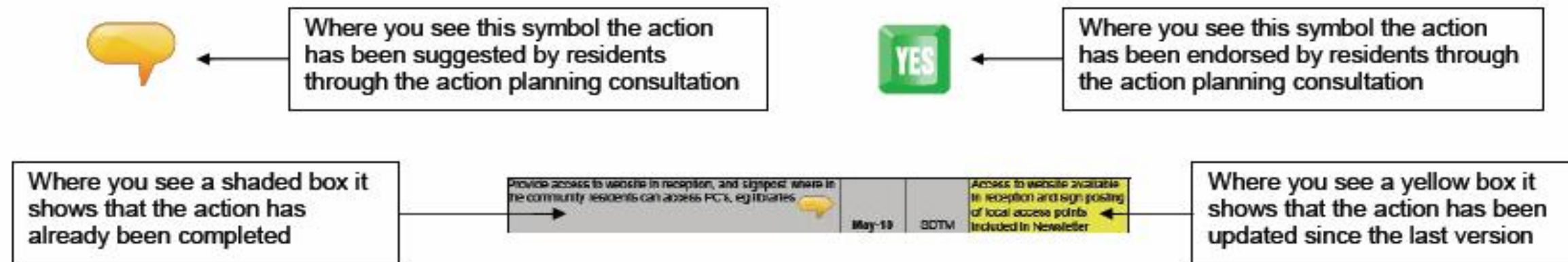
SGE = Senior Gas Engineer

STSM = Senior Tenancy Services Manager

The plan explained



What the symbols mean








Strengthen customer care and the approach to diversity

The Audit Commission expected benefits of this recommendation are that:

- services will be provided fairly and equitably;
- and residents will have a better understanding of what to expect from services.

The implementation of this recommendation will have high impact with medium costs. The Audit Commission recommend that this should be implemented by October 2010.

REF R1	Audit Commission Recommendation	What will this mean for residents?	What we will do?	Target Date	By Whom	How are we doing?
R1.1	Continue to collect resident profile information and to systematically use it to understand and address barriers to accessing services and areas of unfair service provision and by sharing this information with all contractors	<ul style="list-style-type: none"> • Services will be better tailored to meet residents needs; • When we review services with you we can better identify where services need to be changed (looking at the profile of residents who use our services, and also where our service is not being accessed by a group or groups of residents) • Your specific needs will be available to staff and contractors to make sure that your requirements are being prioritised and met • We will take into account your circumstances when making appointments 	Updating of Resident Profile Update Resident profile at all opportunities when ISHA is in contact with a customer when reporting repairs 	Feb 10	SDT & Housing Team	Implemented Feb 2010
			Resident profile to include 6 diversity strands (age, ethnic origin, disability, gender, sexuality and faith) and information as to whether have school aged children or working full time, and review with residents the type of information collected annually 	Mar-10	OD	Residents identified that knowing they have school aged children or working full time is important for arranging repair appointment. Implemented Mar 10 Monitoring forms amended April 2010
			Update resident profile information as part of the Gas Servicing programme, so that whilst the gas service is being carried out the resident will be given form to complete 	Apr-10	Gas Team & SDT	Implemented May 10
			Repair satisfaction forms to be updated to include the 6 strands of diversity information and whether household has school aged children or resident working full time 	Apr-10	SDTM	Updated April 10
			Using Resident Profile Resident profile analysed in relation to access and levels of satisfaction, and actions put in place and reported to Housing Services sub-committee 	Jul 10 and ongoing quarterly	OD	
			Joint staff and contractor training to make sure that resident needs reported to every contractor	May-10	SDTM	Training session set up 4 June 2010
			Review clinic held with contractor every six months to make sure that information sharing is working, and identify further tailoring of the service through looking at gaps identified from profiling of needs of the residents.	Aug 10 and ongoing	PCM	On agenda for review at Partnering Board



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REF R1	Audit Commission Recommendation	What will this mean for residents?	What we will do?	Target Date	By Whom	How are we doing?
R1.2	Improve the approach to learning from feedback, especially complaints, and feeding back to residents that learning	<ul style="list-style-type: none"> • Your comments will improve the way we deliver our services and you will know how your input has changed the way we provide services 	Have your say Improve opportunities for residents to comment through the Website with dedicated web page for complaints, compliments and comments 	May-10	OD	Included in specification for re-design. Designers appointed 19 March 10 resident consultation on draft design 27 Mar 10 Staff training on Website 26 May 10 Go live date planned June 2010
			Complaints Learning through complaints sessions to be held with staff monthly, to review status of all complaints where actions are outstanding, review the learning opportunities, and further actions arising from learning opportunities 	Apr-10	CE	Complaints process reviewed to include capturing learning opportunities. Review sessions being held.
			Publish quarterly learning through complaints outcomes in the You Said, We Did part of the Newsletter, Website and where impact is local to a specific area through Estate Bulletins 	Jul-10	STSM	
			Complaints Policy and procedure Review complaints policy with residents to incorporate approach to learning from feedback in policy and procedure 	May-10	STSM	On agenda for Resident Forum June 10
			Repairs dissatisfaction 10% of all completed repairs surveyed by telephone monthly, and results of survey included in report to residents through Newsletter and website. The existing end of job survey given to 100% of repairs will be continued and included in the feedback 	Jul-10	SDT	
			Resident Involvement feedback Resident Involvement key performance indicators put in place and reported to Residents' Forum quarterly and Newsletter annually	Jul-10	RIM	Resident Involvement KPI's agreed by Housing services Sub Committee 22 April 2010



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R1.3	Review performance information with residents to increase service specific targets and monitor performance and satisfaction to address barriers to accessing service or areas of unfair service provision	<ul style="list-style-type: none"> • You have been involved in setting the kind of service standard you want ISHA to provide • You are clear on how to access our services, and how this service will be delivered, how to book a repair and how and when your repair will be fixed • You know how we are performing against these standards through the Newsletter and website • The Residents' Forum reviews what groups of residents are not happy with their services, and feedback through the Newsletter on what has changed as a result of their monitoring 	Service Standard review Service standards reviewed with residents and published in easy to access format as follows: 			Programme for publishing to residents:
			Complaints	May-10	STSM	Jun-10
			Customer Care	May-10	SDTM	Jun-10
			Gas	Jun-10	SGE	Jun-10
			Repairs	Sep-10	SDTM	Sep-10
			Improve performance reporting and monitoring Include service standards agreed with residents in key performance measures for organisation. 	Oct-10	OD	
			Introduce mystery shopping as part of performance monitoring of customer care standards 	Jul-10	SDTM	
Report performance quarterly (in addition to Newsletter) on Website, including continuing to address underperformance and what is being done to improve those areas 	Jul-10	RAPD	Performance reports on website adapted to demonstrate how under performance is being addressed May 2010			
Resident Performance monitor Improve performance monitor to include reporting of key performance by diversity strands, to identify gaps in our service	Jul-10	RAPD				
Publish 'What we have done to address gaps in our services' quarterly in newsletter and website and invite resident feedback on how this can be addressed.	Jul-10	RAPD				

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R1.4	Involve residents in developing a new website that answers their needs	<ul style="list-style-type: none"> • The ISHA website is a source of clear and easy to access information for residents • The website is a tool for accessing services from ISHA, without having to wait for opening hours or having to phone the office 	Implement re-design of website using resident feedback (focus group, resident forum and email focus group) to create resident facing website to resident specification. 	May-10	CE	Focus groups and feedback completed for tender specification Feb 10 Designers appointed 19 March 10 resident consultation on draft design 27 Mar 10 Staff training on Website 26 May 10 Go live date planned June 10
			Maintain website feedback email group and review quarterly with residents as to further improvements to be made	Sep-10	CE	
			Provide access to website in reception, and signpost where in the community residents can access PC's, eg libraries 	May-10	SDTM	Access to website available in reception and sign posting of local access points included in Newsletter
			Have a dedicated page for repairs only 	May-10	CE	Dedicated page for repairs created for new website (June 2010)
R1.5	Put into place a timetable of Equality Impact assessments to ensure that services are not discriminating against particular groups	<ul style="list-style-type: none"> • No individual resident or groups of residents will be excluded from our services, and services are targeted to residents according to need 	Diversity Complete Diversity Impact Assessment reviews as timetabled, and report changes made as a result of Diversity Impact Assessment to relevant committee and publish to residents 	Oct-10	CE	Review timetable in place
R1.6	Involve residents in monitoring the performance of the repairs service	<ul style="list-style-type: none"> • You will have defined what you want to monitor in your local repairs service delivery • You will know how the service in your area compares with the rest of ISHA areas  	Repairs Working Group Identify local key performance indicators to be monitored and reported to residents through Repairs working group 	Jul-10	OD	Local KPI's identified by Repairs Working Group 24 March 2010
			Make sure that a wider range of residents are on the Repairs Working Group, for instance residents where English is not their first language; disabled residents 	Sep-10	OD	Resident Forum profile consistent with ISHA profile. RWG promoted to all residents and outcomes reviewed by Resident Forum
R1.7	Monitor the contractor to ensure that it understands and complies with ISHA's values in delivering fair and equal services	<ul style="list-style-type: none"> • You are confident that any contractor working for ISHA will provide you with a service that is consistent with ISHA's service and diversity standards 	ISHA's values reflected through our contractors Put in place joint staff and contractor training on customer care and diversity, to be held every 6 months 	Jan-10	OD	Customer Care day held 26 Jan 2010, and to be held quarterly thereafter
			Hold ISHA induction of all new contractor staff within 4 weeks of operative joining 	Feb-10	OD	Connaught Site Administrator inducted Feb 10, and process in place for future operatives.
			Include in complaints procedure contractor/ISHA learning from mistakes 	May-10	SDTM	Review lessons learnt from complaints at contractor meeting 4 June 2010

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Improve Value for Money


The Audit Commission expected benefits of this recommendation are:

- improved value for money in services;
- and a reduction in the amount of responsive repairs.

The implementation of this recommendation will have high impact with medium costs. This should be implemented by December 2010.

REF R2	Audit Commission Recommendation	What will this mean for residents?	What we will do?	Target Date	By Whom	How are we doing?
R2.1	Develop a strategic approach to value for money which embeds value for money across the work of the association	<ul style="list-style-type: none"> • You will know how we are achieving value for money • You will help us to target areas for improvement in value for money • Give you better information on value for money, including where savings are being reinvested 	Comprehensive training for staff, Board and residents to improve understanding of VFM and develop common approach.	Jul-10	FD	On target, Consultant to assist in training appointed 21 May 2010.
			Consult staff and residents on draft VFM strategy and action plan	Sep-10	FD	Engagement with staff commences 21 June 2010 Board 29 July 2010 Residents 1st 2 weeks in August
			Consult with and agree with staff and residents the priorities for a rolling programme of VFM reviews 	Sep-10	OD	
			Publish, on a quarterly basis, through the Newsletter and Website, the performance on the agreed value for money reviews	Dec-10	RAPD	
R2.2	Compare the cost and impact of ISHA's services with other landlords, identifying areas which provide poor value for money and address these areas	<ul style="list-style-type: none"> • You will know how ISHA compares to other organisations in terms of value for money, which includes cost and quality of service • Where ISHA compares poorly, we will learn from the higher performing associations and adopt their best practice to improve your services 	Benchmark specific KPIs against other organisations, nationally and across London, who are best performers in that area.	Jul-10	RAPD	Resident action plan consultation said would like ISHA to be compared with the best housing associations in London and nationally, but also would like to know how ISHA compares with local housing associations
			Agree local VFM reporting standards with residents.	Oct-10	OD	
R2.3	Monitor value for money, and report this to the officers and Management Board regularly	<ul style="list-style-type: none"> • The continual and regular monitoring of value for money will make sure that achieving value for money is an on-going high priority objective of ISHA 	VFM section to be included on all reports policies procedures to Board and sub committees.	Mar-10	CE	Template to Board reports amended to include reporting VFM, Equality and Diversity and Access and Customer Care implications of report.
			VFM to be included in one to one reviews.	Apr-10	CE	One to One template revised and circulated to all staff
			Annual report to Board on VFM achievements for the previous year	Jul-10	FD	
			Annual report to Board on VFM progress and targets for current year	Oct-10	FD	

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R2.4	Increase the proportion of planned repairs compared to responsive repairs	<ul style="list-style-type: none"> • You will have had a say in the structure and priorities of our planned programme. • You will know why responsive repairs cost more 	Internal and external rolling stock condition surveys to be carried out over 7 year cycle to identify future planned programmes.	Jul-10	OD	On target, survey on site May 2010
			Develop Gold standard (decent homes plus) with residents.	Sep-10	OD	
			Update Asset Management strategy to include resident involvement in prioritising planned programme	Oct-10	OD	
			Demonstrate to residents that cost value process is in place to identify whether replacement more beneficial than repair	Oct-10	OD	Cost value process reviewed by Repairs Working Group 19 May 2010
			Residents to vote what is most important to them for the planned programme	Oct-10	OD	
			Include in planned programme items of highest dissatisfaction identified by residents through comments and complaints	Nov-10	OD	
			Feedback to residents how value for money has been prioritised in the maintenance programme	Dec-10	OD	

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Improve approach to responsive repairs

The Audit Commission expected benefits of this recommendation are

- a more efficient repairs service leading to higher resident satisfaction.

The implementation of this recommendation will have high impact with medium costs. This should be implemented by September 2010.

REF R3	Audit Commission Recommendation	What will this mean for residents?	What we will do?	Target Date	By Whom	How are we doing?
R3.1	Improve communication between the association and repairs contractor	<ul style="list-style-type: none"> • ISHA's Service Delivery Team will be able to update you on progress of your repair • Improved communication will help staff and contractor to improve our repairs service, especially through joint learning from service failures 	Communication with Contractors Improve communication with Connaught through daily exception reporting on all repairs not completed, and ISHA information returned to Connaught same day 	Feb-10	OD	Implemented Feb 2010
			Hold regular workshops/ learning days with the partnering contractor to improve team working and standards. 	Jan-10	SDTM	First workshop held 26 Jan 2010, and scheduled every 4 months
			Use texting or email, where this is preferred method of communication, to inform customers of appointment confirmation /changes. 	May-10	SDTM	
			Establish clear service level agreements with all contractors. 	Jun-10	OD	
			Establish use of "follow on cards" if work not completed on same day to inform customer of next stage and estimated day of completion 	Jun-10	OD	
R3.2	Provide clear information on appointment times and on who is responsible for repairs	<ul style="list-style-type: none"> • You will have clear and accessible information on how to report a repair and you will know ISHA's repair service standard. 	Service Level Agreements Use training/workshops to make sure that service level agreements are understood by both ISHA and contractor 	May-10	OD	Monthly training exchange established 10 March 2010 Service Standards exchanged April 2010 On 4 June agenda and standing item thereafter
			Repairs Service Standard Clear service standards published to residents (see R1.3) 	Sep-10	OD	
			Publicise ways to report a repair on the website, and regularly featured in newsletter 	May-10	SDTM	Included in specification for re-design of website, designers appointed 19 March 2010 Go live June 2010



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REF R3	Audit Commission Recommendation	What will this mean for residents?	What we will do?	Target Date	By Whom	How are we doing?
R3.3	Make the ordering of repairs simpler for staff	<ul style="list-style-type: none"> Your repair will be recorded correctly which will make sure that more repairs can be fixed on the first visit The staff you talk to will be clear about all areas relating to repairs 	Better system for repairs All Service Delivery Team fully trained in use of repair locator, and have top most used 200 Schedule of Rates codes.	May-10	SDTM	Training held 20 May 2010
			Train ISHA staff (operations) so that aware of Contractor databases/IT web based systems . This will enable staff to update the customer on-progress of their repair.	May-10	OD	Training commenced March 2010 and customised follow on training sessions in place up to end of May 2010
			All Estate Officers and Tenancy Services Managers trained in ordering repairs to ensure information relayed to Service Delivery Team correctly.	Jun-10	OD	
			All repair information recorded electronically so that it can be chased up and not forgotten	Feb-10	OD	Contractor database access for SDT in place, and uncompleted jobs monitored weekly
			Regularly publicise in newsletter and website what repairs are ISHA's responsibility and what repairs are the responsibility of the resident	Jul-10	OD	Included in Newsletter June 2010

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Short Notice Inspection Action Plan - Glossary

Term	Definition
Action plan	A list of work which will be delivered to time, cost and quality standards.
Access and Customer Care	Access – How easy it is for customers to use the service whether in person, at the office, in their home, on the phone, via email or online Customer Care – When a customer uses the service it is their opinion of how well they were treated and the quality of service delivered.
Asset Management Strategy	The way in which ISHA will plan to maintain its properties.
Audit Commission	An independent organisation responsible for inspecting housing associations to assess how well they are spending public money. The Audit Commission is responsible for driving economy, efficiency and effectiveness in local public services to deliver better outcomes for everyone.
Benchmarking	Comparison of costs, processes, policies and performance against other similar organisations. Comparing information like this helps us better understand our performance and identifies areas for improvement.
Board & Sub-committee	Responsible for the overall decision making of ISHA
Diversity Impact Assessment	is ISHA's process for measuring the impact of a service on different groups of residents according to ethnic origin, gender, disability and age, sexual orientation, faith, grounds of offending past, mental health, economic status, homelessness, immigration status, language, borough and residents with school aged children.
Equality and Diversity	Recognises respects and values difference, where everyone can participate and has the same opportunities available to them.
Equalities and Diversity Strands	The Tenant Services Authority (ISHA's regulator) stated areas that need to be measured against the resident profile, to ensure everyone are receiving an equally good service. There are six equality and diversity strands (gender, ethnic origin, sexual orientation, religion, age and disability)
Equality Impact Assessment	is the process for measuring the impact of a service on different groups of residents according to their ethnic origin, gender, disability, age, sexual orientation and faith,
Key Performance Indicator (KPI)	Measures performance against a target. This helps residents; the Board, Sub-committees and staff know whether they are delivering a good service.
Mystery Shopping	is a tool used to gather information about products and services. Often mystery shoppers will pose as customers performing specific tasks who then provide feedback and reports about their experience.

Short Notice Inspection Action Plan - Glossary

Term	Definition
Performance Management	The collection of performance information and responding to this information by changing and improving services.
Publish	Share information formally, either as a printed document or via the ISHA website.
Repairs Working Group	Set up at the request of the Residents' Forum to make sure there was a clear resident voice involved in the repairs services. The scope of the group includes responsive repairs, defects, gas servicing, cleaning, gardening, aids and adaptations and external decorations and repair.
Residents' Forum	Represents the views and interests of tenants, residents and leaseholders of ISHA. The Forum is open to all residents and makes recommendations to the Board on how services should be delivered.
Resident Involvement	Obtaining feedback from residents on their experience of using services and their opinion on the quality of those services. The process also enables residents to influence how the services are delivered.
Resident Profile	This is the information collected about residents to help understand their needs, i.e. age, gender, race, etc.
Service Delivery Team (SDT)	From February 2010 ISHA brought together the customer service team and the repairs team to provide an improved and comprehensive service to residents.
Service Level Agreements	A contract between the provider of a service and a user of that service that details, for example, specific services provided, hours of availability, response times and costs.
Service Standards	Describes the services a resident can expect to receive and when they will receive it, i.e. a service standard for cleaning would tell you what will be cleaned, when it will be cleaned, who will clean it, how well they will clean it and the cost of that cleaning service.
Targets	An objective or result towards which efforts are being directed. Targets provide focus for people to meet and other people to see how well someone is performing.
Value for Money (VFM)	This is an assessment of whether we are receiving the maximum benefit from the services or goods we pay for and provide.

Thank you for taking the time to read ISHA's Action Plan

If you have any queries about this document or would like it in a different format please contact ISHA on 020 7226 3753 or email inspection@isha.co.uk

Albanian

Ky është plani i veprimit të inspektimit nga ISHA
Nëse e dëshironi këtë dokument të përkthyer, ju lutemi të telefononi në numrin 020 7226 3753 ose të dërgoni një email në inspection@isha.co.uk

Arabic

هذه هي خطة عمل التفتيش التابع لجمعية إسلينجتون وشورديتش الإسكانية (ISHA)
إذا كنت تود الحصول على هذا المستند مترجماً تفضل بالاتصال بهاتف رقم 020 7226 3753 أو أرسل بريداً إلكترونياً إلى inspection@isha.co.uk

Bengali

ইহা ঐশার পরিদর্শনের কর্ম পরিকল্পনা
যদি আপনি এই নথিপত্র অনুবাদ করতে চান তবে দয়া করে ফোন করুন 020 7226 3753 বা ইমেল করুন inspection@isha.co.uk

French

Ceci est le plan d'action d'inspection d'ISHA
Si vous souhaitez avoir une traduction de ce document, veuillez composer le 020 7226 3753 ou envoyer un email à inspection@isha.co.uk

Gujarati

આ આય એસ એચ એ ની ઇન્સ્પેક્શન એક્શન પ્લેન (નિરીક્ષણ કામકાજ યોજના) છે.
અગર તમને આ દસ્તાવેજનું ભાષાન્તર કરવું હોય તો અમને કોલ કરવો 020 7226 3753
અગર ઈમેલ inspection@isha.co.uk કરવો.

Hindi

यह आय एस एच ए का इन्स्पेक्शन एक्शन प्लैन (निरीक्षण कार्यवाही योजना) है।
यदि आप इस दस्तावेज का अनुवाद करवाना चाहते हैं, तो कृपया 020 7226 3753 पर फोन करें या inspection@isha.co.uk पर ई-मेल करें।

Polish

To jest plan działań kontrolnych ISHA
Jeżeli chcą Państwo otrzymać tłumaczenie tego dokumentu, prosimy dzwonić pod numer 020 7226 3753 lub wysłać e-mail na adres inspection@isha.co.uk.

Somali

Tani waa ISHA's Baarista Qabadka Qorsheynta
Hadii adiga aad jeceshahay dukumentigan in lagu turjumo fadlan soo wac 020 7226 3753 ama email inspection@isha.co.uk

Spanish

Este es el plan de acción de inspección de ISHA
Si desea este documento traducido, rogamos que llame al tel.: 020 7226 3753 o envíe un c. electrónico a inspection@isha.co.uk

Turkish

Bu belge, ISHA'nın Denetim Eylem Planıdır
Bu belgenin tercümesini istiyorsanız lütfen 020 7226 3753 telefon numarasını arayın veya inspection@isha.co.uk adresine e-posta gönderin

Urdu

یہ آئی ایس ایچ اے کا انسپیکشن ایکشن پلان ہے
اگر آپ اس دستاویز کا ترجمہ چاہتے ہیں تب براے کرم 020 7226 3753 پر فون یا inspection@isha.co.uk پر ای میل کریں۔

Vietnamese

Đây là Kế Hoạch Hành Động Kiểm Tra của ISHA
Nếu bạn muốn tài liệu này được dịch ra thì xin hãy làm ơn điện thoại số 020 7226 3753 hoặc gửi thư email inspection@isha.co.uk

Further information about ISHA can be found at www.isha.co.uk

Clare Thomson

Chief Executive - Islington & Shoreditch Housing Association

April 2010