

**Audit Commission Recommendations - Overview of Action Plan – Updated December 2009**

Task ref.	Audit Commission recommendation	Action / Project	Outcomes	Expected Delivery Time	Progress
<b>R1 Improve the approach to customer access and equality and diversity by:</b>					
R1A	Ensuring methods of tenant engagement are meaningful and best meet tenants aspirations.	<p>Resident Involvement Strategy to be reviewed with Customer Panel to bring about service improvement.</p> <hr/> <p>Consult with tenants on methods of communication that are best suited to their needs, for example, use of rent statements and newsletters. Implement actions arising from consultations.</p>	<p>Better customer engagement process/strategy and target of 70% customer satisfaction with process as measured through a survey of representative sample, to be reached by 29 May 2009</p>	<b>Completed with ongoing actions</b>	<p>Action completed but monthly survey shows 55% customer satisfaction with opportunities to get involved. We believe the 70% target was too ambitious and will be achieved over a longer period.</p> <p>The principles of the resident involvement policy and methods of resident engagement were agreed at the Customer Panel event on 30 September 2009.</p> <p>The Resident Involvement Strategy is being consulted on with residents through the Customer Panel in December 2009.</p> <p>The Asset Management Resident Involvement Action Plan has also now been developed.</p>

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R1B	Developing a comprehensive understanding of the tenant population which is used to further develop and improve services.	<p>Use diversity information to improve services.</p> <p>Increase the collection of customer data to 83% - We currently have 79%, with our longer term target of achieving 90% by April 2010.</p> <p>Introduce reports to improve business intelligence on our diverse customer base and to act on the conclusions arising from these reports.</p> <p>Incorporate customer diversity profile in the system design for the new repairs service as part of the procurement project. This is so that we can provide a fair, consistent quality of service to all our residents.</p>	Increase in services tailored to customers needs, increase in customer satisfaction. Next Years target yet to be set. 83% of customer profile information to be collected by May 2009. This will help us place resources where they are needed most, increase satisfaction and improve Value for Money. Long term target of 90% to be achieved by April 2010.	<b>Completed with ongoing actions</b>	<p>We carried out Walkabout Wednesday, where staff go out to visit tenants, on the 16<sup>th</sup> of September 09. The aim of the day is to update tenant information and find out more about how we can improve services in a specific area (this year, street properties). We have now collected 84% ethnicity data on our customers and plan to collect more on other diversity strands in 2010.</p> <p>We have recently run a Disability Awareness Week and have launched a campaign to proactively obtain relevant disability information from residents at every point of customer contact. We are planning to include other diversity strands in the future.</p> <p>As part of the Procurement Project, a Pre-Qualification Questionnaire (PQQ) was sent out and prospective contractors were required to provide general information about the scope of their business and the services they can deliver. Their submissions had specific pass/fail criteria on equality and diversity. Only contractors that scored highly enough to pass are being considered for the next stage of the procurement process.</p>

<p>R1B (cont'd)</p>					<p>We have met our customer profile target of 83% in ensuring we have up to date information on ethnicity. We will also ensure our repairs contractors follow our equality and diversity guidelines to improve access to our services.</p> <p>When delivering our home investment programmes, where possible we will always include age, gender and ethnicity data and analyse trends to then enable us to become more flexible in our approach to completing works and also to communicate more efficiently depending on the resident's needs. For example, we will try to organise external planned works around the summer months for older and more vulnerable residents.</p> <p>Our Energy Efficiency, insulation and fuel poverty programmes will prioritise people of pensionable age and people who are registered with a disability.</p> <p>Our Gas Servicing Team visit every home with gas annually and they will use this as an opportunity to capture the necessary diversity data on our customers.</p> <p>Our in-house Customer Care Line is also recording and capturing diversity information at every opportunity. We have also sent out a questionnaire with our latest resident's newsletter. We have also developed Asset Management performance indicators to monitor our performance in this area.</p>
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R1C	Ensuring written information is clear and the use of straplines is consistent.	<p>With a view to publishing improved documents, review tenants report and other documents for clarity and consistency using the Plain English Guide.</p> <p>Deliver an improved quality report to tenants incorporating language straplines, easier to read statistics and information on future plans.</p>	Carry out a survey on a sample of residents to ensure clarity and understanding. A target of 70% satisfaction on clarity and understanding is to be reached by 29 May 2009. The results will feed into continuously improving the service.	<b>Completed</b>	<p>We will always seek to improve all communications with residents.</p> <p>Recommendations from the Audit Commission about accessibility, straplines and clearer performance information were taken on board when preparing this year's annual review to residents. Translation sheets were provided to all residents. The design of the report reflected the need for content to be clearer and generally more accessible. Residents were subsequently asked for feedback on the service report and all respondents said they found it clearer and easier to read.</p> <p>All resident information leaflets have been reviewed against RNIB guidelines and a range of fonts and colours to help partially sighted residents has now been adopted. Our website can now be translated into almost any language.</p> <p>We have also carried out a survey of Connections newsletter which goes to all residents. The Customer Panel data suggests the current regional format is still working well. We will however take on board comments suggesting a need for a stronger balance of community and operational information. A Connections Customer Panel now meets quarterly with the Communications Officer to review every issue of the newsletter and their comments help to drive future content.</p>

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R1D	Developing comprehensive, measurable service standards with tenants which are publicised, monitored and reported for their benefit.	<p>Strategic review of all services and resulting publication of new service standards in consultation with residents, on the:</p> <ul style="list-style-type: none"> <li>• Responsive Repairs service</li> <li>• Cyclical re-decoration programme</li> <li>• Internal and external major works programme.</li> </ul>	Development of 3 key Service Standards; Responsive Repairs service, Cyclical re-decoration programme and Internal and external major works programme.	<b>Completed</b>	A benchmarking exercise with other high performing housing associations has helped us to challenge our existing service standards. New repairs service standards were published with the Connections newsletter in September 09. We have also reviewed our service standards around cyclical decoration and external major works programmes which will be sent to any resident whose home is part of these improvement programmes. These are available to download from our website.

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R1E	Improving re-let times.	Improving re-let times - Improve voids systems & processes to improve service delivery taking into account best practice and feedback from residents.	Improvement in the Void turnaround time to 28 days by April 2010, improvement in customer satisfaction and decreasing maintenance costs post-void works.	<b>Completed</b>	<p>A new standard operating procedure for bringing empty properties to a lettable standard was adopted on 23 February 2009. The time taken to let empty properties have been decreasing month by month – now the average time taken to let an empty property (year to date) is 29 days, down from 65 days in September 2008 (at the time of inspection).</p> <p>The average cost of routine responsive repairs has reduced by £14 per property, over the last 5 months from May 09 to Sept 09. This is partly attributed to the high standard of our lettable properties.</p> <p>All new tenants are asked to undertake a telephone survey. To date, 80% of new tenants were satisfied with the empty property standard and 100% of new tenants were satisfied with the empty property and letting process.</p>
		Implement the revised void process to achieve a 28 day average key to key target by April 2010.		31 December 2009	Our current trends indicate that we are on an improvement path and expect to achieve the 28 day target this year. The voids process will also be formally reviewed every 12 months to ensure our process enforces continuous improvement.

R1E (Cont'd)		Introduce a programme of tenant inspection of void properties to drive up standards. To set a baseline within 3 months and review within 12 months. A 10% improvement target to be set after 12 months.		<b>Completed</b>	We contacted the Asset Management Repairs Panel to invite them to volunteer to become Tenant Inspectors and received a good response. Residents that volunteered to become Inspectors were contacted to develop a pool of approved Inspectors. A schedule of inspections has been developed and training has been provided to Tenant Inspectors. This has now been launched and the first set of Inspectors went out on 9 October 2009. Four properties have been inspected to date. The Inspector has come back with positive comments on the Contractor and the empty property standard for each of these properties. This process will be reviewed in December 09; our target is to conduct at least two tenant inspections a month. The surveys completed by residents will be regularly assessed and actions taken forward for service improvement.
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Task ref.	Audit Commission recommendation	Action / Project	Outcomes	Expected Delivery Time	Progress
<b>R2 Improve the approach to performance management and learning by:</b>					
R2A	Developing an asset management strategy which will best help the association meet its objectives.	Develop a revised Asset Management Strategy in consultation with customers, peers and internal experts. Culminating in Board approval and publication.	An Asset Management strategy which is clear on quality and value for money. The customer body will have been involved in its production and will be the beneficiaries of its outcomes.	31 December 2009	The Asset Management Strategy has been drafted and was well received by our Board. This was reviewed with members of the Customer Panel on the 9 <sup>th</sup> of December. The strategy will be amended taking into account feedback from residents.

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R2B	Addressing weaknesses identified in the voids process and seeking out learning from high performing providers.	Improving re-let times - Improve voids systems & processes to improve service delivery taking into account best practice and feedback from residents.	Improvement in the Void turnaround time to 28 days by April 2010, improvement in customer satisfaction and decreasing maintenance costs post-void works.	<b>Completed</b>	See R1E above.
		Implement the revised void process to achieve a 28 day average key to key target by April 2010.		31 December 2009	See R1E above.
		Introduce a programme of tenant inspection of void properties to drive up standards. To set a baseline within 3 months and review within 12 months. A 10% improvement target to be set after 12 months.		<b>Completed</b>	See R1E above.

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<b>R3 Improve the approach to value for money by:</b>					
R3A	Putting in place a procurement strategy to ensure better consistency.	Develop and implement a group-wide Procurement Strategy.	Procurement of materials and services for the Group will take place within a strategic framework that provides value for money for residents.	<b>Completed</b>	We now have a Procurement Strategy for Asset Management which has been to Board and is enabling the Asset Management Procurement 09 project. Our non-inventory Procurement Strategy has been produced by the Group Director of Asset Management.
		Recruitment of a group-wide Procurement Manager.			A new Procurement Manager joined Family Mosaic in October 09.
		Structured feedback with the tenant-led procurement panel, which will define the objectives and measurement methods for group-wide procurement.			<p>The Procurement 09 Project has been structured to involve residents to ensure the following:</p> <ul style="list-style-type: none"> <li>• They are kept informed of the process and progress of the project.</li> <li>• Their views are duly considered and have already shaped some of the procurement activity undertaken so far in the project.</li> </ul> <p>There are three levels of resident involvement:</p> <ul style="list-style-type: none"> <li>• <b>Procurement Board</b> – comprising three representatives (including residents) from the main Family Mosaic Board.</li> <li>• <b>Tenant Procurement Panel</b> – comprising 18 tenants from across the London region.</li> <li>• <b>Customer Panel</b> – comprising 900 representatives of Family Mosaic residents</li> </ul>

					<p>Both the members of the Procurement Board and the Tenant Procurement Panel have and continue to be consulted with regularly to identify key requirements of service delivery that have a high impact on tenants to ensure that these issues are incorporated into the new contract requirements. The residents have also played a proactive role by:</p> <ul style="list-style-type: none"><li>• Attending away days and workshops to identify key areas for improvement in the proposed new contracts.</li><li>• Helping us determine the evaluation criteria and weightings that were incorporated into the Pre-Qualification Questionnaire.</li><li>• Having two tenants signing up to the commitment to be part of the evaluation panel for the assessment of customer care.</li></ul> <p>Panel members continue to be involved with the full procurement process via attendance as observers at the dialogue sessions, plus they will also have representation on the tender evaluation and interview panels.</p> <p>We will consult with the Panel and Board members on the development of the tender documentation and they will become involved with the mobilisation and implementation of the new contracts. In addition to these levels of resident participation, we are also keeping residents informed by newsletters and via our external website. As part of the final tender, we will be seeking contractors' proposals on their strategy and initiatives for customer engagement for delivery of a customer-focused service.</p>
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R3B	Ensuring effective benchmarking is undertaken and that value for money targets are part of future plans and cascaded to teams and managers through performance management systems.	<p>Develop and implement a benchmarking strategy with particular regard to embedding VFM to drive service improvements.</p> <p>Ensure all staff objectives have VFM targets within them and are reviewed at monthly one to one progress meetings.</p>	Demonstrable evidence of where efforts should be targeted to achieve better value for money for tenants.	<b>Completed</b>	<p>Our Asset Management Benchmarking Strategy has now been developed. This has been uploaded onto our intranet site and has been communicated to all staff. A Benchmarking and Value for Money (VFM) register has also been created and is regularly updated.</p> <p>Value for Money (VFM) objectives have been assigned to all staff. There is a standing instruction for all Managers to review this in monthly one to one's and team meetings.</p>