

The Will to Win		Service Improvement Plan					Status 18th October 2010	RAG				
TSA	Commitments and Objectives	Ref	Deliverable	OMT Lead	Start	End	Team Plan Xref.					
Tenant Involvement and Empowerment	Residents First: Insight, diversity, engagement and influence	1.1	1.1.1	Embed 'You Said- We Did' - acting upon insight	Stephen Mutton	01-Apr-10	30-Jun-10	SI&P: 1.0	Milestone complete - on-going activity. * You Said - We Did report published in hard copy on Tower Hamlets Homes website. * This report will be published quarterly - June and Aug published. Oct in development.	Closed		
		1.2	1.2.1	1.2.1	Roll-out and monitor vulnerability offer	Jonathan Gregory	01-Apr-10	31-Oct-10	NHS: 4.0	On track * Vulnerability profiles developed based on information from "Getting to Know You" survey responses. * Full reports now available from Comino. All data from 1st April 2010 is attached to the Neighbourhood Action Plans. Data includes who referred the case, where it was instigated from and Safe & Secure details. * LBTH and Housing Link send monthly reports to THH of cases they have been referred together with actions and progress; this is cross referred to THH' list of what was inputted to ensure that cases are not lost. LBTH and Housing Links list also sent to NHOs to double check that their cases are being dealt with. * Vulnerability e-learning training launched in August.	G	
		1.2	1.2.2	1.2.2	Establish and monitor <i>Here to Help</i>	Claire Demmel	01-Apr-10	30-May-10	ENV: 2.0	Milestone complete * New uniforms provided for staff with 'here to help' strap line on high visibility vests. * Vulnerability information captured by caretakers passed to Hub (ongoing). This links into SIP Ref 1.2.1. * Caretakers carry wallets containing information that they can provide to residents or use to help residents such as the vulnerability card, and translation guidance. * Caretaker knowledge tested through Seeing is Believing	Closed	
		1.3	1.3.1	1.3.1	Deliver Diversity Action Plan and track outcomes	Sarah Pace	01-Apr-10	31-Mar-11	SI&P:3.0	On track. * Ongoing implementation of EQIA action plans. Report went to PMC in September regarding progress. * Working with Diversity Champions to ensure knowledge around diversity is embedded in the workforce. * Data capture fields amended and system alerts functioning - staff awareness raised through round 2 Diversity Roadshows and team briefings. * Diversity Working Group met in September to discuss progress on staff training/awareness and is meeting in late October to start self assessment process against the Equalities Framework for Local Government. * Activity at receptions and frontline staff to ensure that our everyday service is accessible and inclusive (eg functioning and visible induction loops, language pointer cards, review of receptions for wheelchair access).	G	
		1.3	1.3.2	1.3.2	Deliver Overcrowding Toolkit and Pilot	Sharon Allen	01-Apr-10	30-Sep-10	NHS: 5.0	Milestone complete - ongoing activity * Overcrowding Toolkit launched and visits progressing to timetable, and being monitored. * Referrals being made and outcomes monitored.	Closed	
		1.4	1.4.1	1.4.1	Fully mobilise Neighbourhood and THH engagement offer (including emerging communities and hard to reach groups)	Paul Allen	01-Apr-10	31-Mar-11	RE: 2.0	On track * Resident Engagement Agreement and structure on website. * Formal engagement structure in place and the following groups are up and running: Leaseholders Service Improvement Group, Leaseholders Focus Group, Repairs & Investment Group, Repairs Procurement Steering Group, ASB Group, Diversity Group, Estate Services Group, Customer Access Group, Youth Forum and Readers Panel.	G	
		1.4	1.4.2	1.4.2	Deliver full engagement solution to meet Listening, Engaging, Accountable, and Driving strategic aims	Paul Allen	01-Jul-10	31-Mar-11	RE: 3.0	* Work underway for Seldom Heard target groups. Account 3 will conduct outreach work on some of our neighbourhoods to recruit up to 15 women (both Bengali & Somali and other ethnicities) to take part in ESOL classes. In addition to discussing housing issues at these classes, these women will be learning to speak English so that in the long run they can get involved in the main THH engagement groups as opposed to having a separate BME women's group. * Engagement Team assessed all 27 TRAs against THH' recognition criteria. Work underway to provide extra support to those that don't meet the criteria. * Residents conference took place in October; the information provided by residents will be used to make improvements to THH' service and will feed into business planning commencing in October.	G	
		2.1	2.1.1	2.1.1	2.1.1	Broaden 'Hub' offer (outbound contact, surveys etc.)	Richard Parkin	01-Apr-10	31-Oct-10	Hub: 1.0	On track. * Improved accessibility activities (induction loop, language cards). * Increased number of services handled (Horticulture, Getting To Know You, Safe and Secure, Caretaking, Graffiti, Antisocial Behaviour, Housing Officers). * Improvement of existing processes (Parking process review and removal of OSS visit, Housing Office procedures, emails). * Skills and knowledge matrix created and being populated. * Training has taken place on Diversity, Domestic Violence, Comino processes (system), Getting to Know You, SX3 training (system) and Repairs. * Quality Call Monitoring now completed and coached for improvements. * Improvements in email communication channel. * New staffing model created to address service demands.	G
		2.1	2.1.2	2.1.2	2.1.2	Deliver channel migration plan	Chris Smith	01-Jun-10	31-Mar-11	Hub:2.0	On track * ICT in discussion with new Customer Services Manager regarding current channels and proposed development of channels of communication. * Internal and customer-facing e-forms processes being integrated with email channels for automated import into the Comino contact manager system.	G
		Tenant Involvement & Empowerment; Tenancy	Excellence first: Delivering great customer care	2.2	2.2.1	2.2.1	Monitor, performance manage and enhance Neighbourhood Action Plans	Jonathan Gregory	01-Apr-10	30-Jun-10	NHS: 1.0	Milestone complete - monitoring and delivery of Neighbourhood Action Plans is now an ongoing activity. * Neighbourhood Action Plan monitoring tool launched. * Dedicated Monitoring Officer in place monitoring the delivery of the plans. * Monthly highlight reports produced against the plans - delivery progress reported for residents through Neighbourhood newsletters and You Said - We Did.
2.3	2.3.1			2.3.1	2.3.1	Deliver local cleaning offer and new gardening offer (refreshed contract)	Claire Demmel	01-Apr-10	31-Mar-11	ENV: 1.0	On track * Gardening programme agreed for 2010-11 and underway. Neighbourhood Champions checking horticulture and reporting any issues for resolution. * 364 blocks scheduled to be cleaned in phase 1 of the deep clean programme; this work is underway, having commenced 16-August. * Continuous improvement methodology (based on systems thinking) applied to Collingwood pilot - evaluation and plan to roll-out in progress.	G
2.4	2.4.1			2.4.1	2.4.1	Embed and monitor full ASB management service	Claire Demmel	01-Apr-10	30-Sep-10	ENV 13.0 (ASB: 1.0)	Milestone complete * ASB management system is embedded. * Performance management framework in place; 100% of cases monitored every month. Framework identified as best practice. * Service assessed against Respect standards; reviewed by Home Office consultant. * Case reviews being carried out by THH as part of Seeing is Believing Checks.	Closed
2.5	2.5.1			2.5.1	2.5.1	Deliver Financial Inclusion offer	Savio Fernandes	01-Apr-10	30-Jun-10	Rent:1.0	Milestone complete - further work completed analysing demographic of residents in rent arrears. * Information is now on website. * Agreements finalised, tracking commenced. * Case reviews being carried out by THH as part of Seeing is Believing checks.	Closed
2.6	2.6.1			2.6.1	2.6.1	Deliver Leasehold Value-for-Money	Lisa Keating	01-Apr-10	31-Mar-11	Leasehold: 1.0	On track * £157k of VfM savings identified to date for 2010/11. * Savings made on reviewing contracts, more efficient processes and staff reductions. * Additional savings to be made through organisation-wide savings; these will be realised as actuals in September 2011.	G
3d and Community first: s and neighbourhoods	3.1 Asset Management: Ensure homes are improved & maintained to meet the current and future needs of residents			3.1	3.1.1	3.1.1	3.1.1	Establish new service clienting model (capital and R & M)	Peter Allen	01-Apr-10	31-Oct-11	Resources: 3.0
		3.2	3.2.1	3.2.1	3.2.1	Complete DH pilots	Sayeed Kadir	01-Apr-10	31-Mar-11	MajWorks: 5.0	On track for completion end 2011 * Works commenced on residents' bathrooms and kitchens in July 2010. * However, Connaught (contractor for 2 sites) have gone into administration and both contracts have been taken over by Lovell, this has led to a 6 week delay in completing the works. * Mini-tenders have been completed for 2 of phase 2 pilots. The tender process has generated significant VfM from the original estimated costs.	G
		3.2	3.2.2	3.2.2	3.2.2	Complete full Decent Homes consultation	Sayeed Kadir	01-Apr-10	31-Nov-11	MajWorks: 6.0	On track * Consultation with TRAs ongoing. Wider consultation underway including meetings with the Resident Investment Group. * Residents being kept informed of the situation with Connaught.	G

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Home, Neighbourhood Homes delivering decent homes:		3.2.3	Procure full Decent Homes programme	Sayeed Kadir	01-Apr-10	31-Mar-11	MajWorks 6.0	On track * Draft OJEU Notice for procurement of Consultants sent to LBTH Procurement and Legal on 20 July (cleared by them 6 September). LBTH yet to answer THH queries on PQQ and post the Notice. * Analysis underway of outcome of stock condition survey and THH information to determine the nature and scale of works required. * Work continuing with Savills and discussions with SMT to develop the likely investment programme based on different levels of funding. * Workshops with residents on investment plans and standards to take place before the end of 2010.	G
	3.3 Repairs Management: Provide a customer focussed repairs service, through modern partnership contracts	3.3.1	Complete selection of R&M contractors in full partnership with residents	Peter Allen	01-Apr-10	31-Dec-10	Resources: 6.0, 7.0	On track * Tenders evaluation underway. * Resident Steering Group form part of the evaluation panel. * Breakdown of marking: 60% on price, 30% on officer marks for the method statements, and 10% on resident marks for the tenderers presentations. * Tollgate 2 being taken to Competition Board on 26 October 2010. * Notice of intention to be sent to Leaseholders in November 2010.	G
	3.4 'Your New Home': Ensure every 'home' we provide is of high quality and every new tenancy is sustained	3.4.1	Embed New Tenancy processes & monitoring	Jonathan Gregory	01-Apr-10	31-Oct-10	Repairs: 3.0, moved to Housing a/w ref	On track * New tenancy processes in place. * "Welcome to your new home" leaflet published; available in hard copy and on the web site. * "All About You" forms now completed for all new tenancies. This provides information about customer needs in relation to access, communication, disability and support in addition to diversity characteristics. This helps THH to plan it's services to better meet the needs of residents both on an individual and group basis.	G
Value for money THH first: Building partnerships, capability and spending wisely	4.1 Spend Wisely: Deliver genuine organisational efficiencies to be reinvested into customer facing services	4.1.1	Deliver VFM Register and 'Champions League' savings	Beverley Greenidge	01-Apr-10	31-Mar-11	Finance: 1.0, 2.0	On track * Review of register - relevant extracts from VFM register has been issued to all OMT register requesting that they update the entries for their service areas and forward any new VFM entries to be added to the register	G
		4.1.2	Complete programme of SLA & external service reviews	Nick Whitworth	01-Apr-10	31-Mar-11	Resources: 5.0	On track * Service reviews are ongoing in accordance with schedule. * SLAs are 95% complete. Baseline checks carried out on Parking, Caretaking and Repairs. Future service and negotiation underway.	G
	4.2 Building the Team: Be a team that delivers high performance through leadership, challenge & development	4.2.1	Deliver Accommodation Plan	Deborah Okutubo	01-Apr-10	31-Mar-11	Biz Support: 3.0	On track * Site visits completed; location and numbers in teams have been established. * Investigation underway into optimum use of accommodation.	G
		4.2.2	Establish continuous improvement framework	Alistair Sharpe-Neal	01-Apr-10	30-Jun-10	Resources: 1.0	Milestone complete This is a live document and is being updated as lessons are learned.	Closed
		4.2.3	Deliver <i>Change Architecture</i>	Mark Lee	01-Apr-10	31-Mar-11	OD & HR: 2.0	On track * Staff Engagement Plan in place up to Inspection - fortnightly reviewed by SMT. Includes focus Staff Forum, Team Talks facilitated by SMT, Cross Cutting Klee Roadshows, Weekly Team Briefs and Staff Survey. Further honing of processes to develop service robust barometer feedback checks. * Best that I Can Be Programme - Behavioural interviews undertaken last week to shortlist entrants for final programme. Programmes starting in December - just after Inspection due to organisational focus on Inspection. Applicants were mightily relieved when I let them know. Next stage is result of selection process and developmental feedback for all. * Leadership and management offer includes regular workshops and coaching offer for SMT and OMT. As well as evaluation to check progress and further requirements. * Rated behavioural based appraisals in place.	G
	4.3 Partnerships: Plan, procure and deliver services with public, private and third sector partners	4.3.1	Mobilise 'extended offer' for residents through partnerships	Sarah Pace	01-Apr-10	31-Mar-11	S&P: 9.0	On track * Mapping of existing partnerships and purpose/effectiveness complete and information being processed. * Partnership Register created and priority partners identified. Paper went to SMT 30 September. * Partnership Management Framework and Network being developed to return to SMT with a proposal early December.	G
4.4 Place Making: Deliver a Place Making strategy in partnership with the Local Strategic Partnership	4.4.1	Devise an Approach to Place Making and Action Plan	Sarah Pace	01-Jul-10	31-Mar-11	S&P: 10.0	On track * Work on the place making strategy is underway. * Place making workshop with residents took place in October. Output from workshop being evaluated to determine its suitability for use across other neighbourhoods. * This is a new way of engaging residents in influencing the planning of their neighbourhoods. * This method was also trialled at the Resident's Conference as an approach to improving neighbourhoods.	G	