

# **Best Value Review of Housing Management- App 14**

## **Draft Vision Consultation Acorn Neighbourhood Forum Monday 7th October 2002**

Presentation by:

Marian Nash - Strategic Project Manager



# BV Review of Housing Management

- Timetable
- Consultation carried out
- Comparisons carried out
- Key findings from the Review
- Key Strategic Issues
- Structural Options

# BV Review - Timetable

- Commenced in April 2001 - 18 month review
- Stages Completed:
  - Interim Challenge of the Service
  - First stage Consultation
  - Comparison plan
  - Draft Vision
- Consultation on the vision to take place Sept/Oct
- Report to Council Executive in November 2002

# BV Review - Consultation (1)

## Mixture of Methods used:

- **Focus Groups** - Staff directly affected by Review; Staff in other Divisions; TMO staff; Non Housing staff; Voluntary Agencies and Tenant and Resident organisations
- **Questionnaire** - All staff directly affected by Review; Tenant and Residents Associations
- **In depth Interviews** - Contractors and Consultants
- **Telephone Survey** - Tenants, Leaseholders and Commercial Housing tenants (shops)

# BV Review - Consultation (2)

Consultation Groups set up:

- **Stakeholder Forum** - Members from all 3 parties, Tenant and Leaseholder Council reps, Trade Unions
- **Tenant and Resident Panel** - Reps from all Neighbourhood Forums, Pensioners and Disabilities Forums, SBMETRO and SGTO
- **Lead Officers Group** - reps from each of the Neighbourhood Offices and other sections included in the review
- **Trade Union meetings**

# BV Review -Comparisons

## Mixture of methods :

- **Visits** - Manchester CC, Irwell Valley HA, Westminster (WHS Haywards), Lewisham (JSS Pinnacle), Brent, Hackney (Paddington Churches), Sunderland, London and Quadrant HA, Leathermarket JMB
- Analysis of all relevant **BV Inspection reports**
- **Questionnaires** sent to all London Authorities
- **Mini Challenge event held on 13th June**

# BV Review -Key Findings

## **Good things about the service:**

- Tenants generally satisfied
- Black and Ethnic minority tenants record the highest satisfaction levels
- Some Neighbourhood Offices deliver high standards of service
- Tenants have high satisfaction with the quality of repairs and communication about the work
- Tenants view major works as well managed
- Evidence of continuous improvement in key areas over several years

# BV Review -Key Findings (2)

## **Areas requiring improvement:**

- Inconsistencies in the standards of service delivery between Neighbourhoods
- The need for a strategic vision for the service
- Overall customer care
- Need to further improve performance on rent collection & arrears, re-let times, cleaning and grounds maintenance
- Need for support for staff, particularly IT
- Services to Leaseholders



# **BV Review -Key Strategic Issues**

## **IMPROVE CUSTOMER FOCUS AND SATISFACTION**

- Improve communication and the availability of information
- Improve information systems to identify needs and ensure needs are being met
- Improve the quality of advice provided
- Develop electronic access
- Introduce a call centre

# **BV Review -Key Strategic Issues**

## **IMPROVE THE MANAGEMENT OF THE SERVICE**

- Re-organise the service into larger Area offices
- Have consistent standards of service in each Area
- Each Area Office to address the wider issues of concern to tenants
- Improve support to front line staff, information technology in particular

# **BV Review -Key Strategic Issues**

## **IMPROVE THE MANAGEMENT OF THE SERVICE (continued)**

- Introduce effective contract procurement and contract management
- Improve cross-departmental working on key issues ie environmental management

# BV Review -Key Strategic Issues

## **Drive Up Performance in Key Service Areas**

Achieve top 25% performance in Inner London for:

- Rent Collection and Arrears
- Average re-let times

Improve satisfaction and performance in:

- Leasehold Management
- Estate cleaning and grounds maintenance
- Anti-social behaviour
- Community safety

# BV Review -Key Strategic Issues

## Drive Up Performance in Key Service Areas (continued)

Maintain current high level of performance in:

- Responsive repairs
- Keeping people informed about Major Works on estates

# **BV Review -Key Strategic Issues**

## **Improve Tenant Involvement in the Management of the service**

- Improve opportunities for more involvement in the running and monitoring of housing management services
- Take forward issues from the Community Development and Involvement Best Value Review

# BV Review -Key Strategic Issues

## **Ensure Equality in Service Delivery**

- Ensure equal and appropriate treatment for all
- Improve both written and verbal communication with those residents for which English is not their first language
- Improve communication and services with those residents who have a disability
- Implement the Council's Race Equality Scheme

# BV Review -Structural Options

## Options considered by the Project Board

**Option 1** - Retain all current 16 Neighbourhoods

**Option 2** - Merge some smaller Neighbourhoods (i.e Pelican and Denmark Hill) giving 12 or 14 Neighbourhoods

**Option 3** - Increase the number of neighbourhoods so all are a similar size to a medium sized RSL

**Option 4** - Reduce the number of Neighbourhoods to between 6 and 8 Areas - boundaries to take into consideration proposals for future Community Councils if at all possible.



# Housing Management Vision

Our vision is:

**“Our service will be focused on the needs and priorities of our customers and will be delivered to the highest standards of quality and cost effectiveness. We will aim to continually improve everything we do by placing listening and communicating at the centre of how we manage our services. We will provide our service to all whilst recognising diversity and the need to engage hard to reach and disadvantaged communities”**

