STATUS KEY	
Green complete	Complete and validated
Green - underway	In progress and on track to meet recommendation
Amber	Partially implemented but some issues remaining
Red	Not implemented

Date last updated   **24 January 2012**

Line ref no.	Original Recommendation No.	Recommendation	Actions	Original due date	Responsible officer	Current status	Comments
1	**Workstream 1 - CORE BUSINESS SYSTEMS**						
2	2a & b	**HRA accounting principle:** Consider adopting an accounting principle to a) hold costs at estate/block level wherever possible b) split costs as chargeable/non-chargeable	Each relevant budget holder to be instructed that their actual service chargeable spend is reconciled to block and estate definitions supplied by HO. To be reminded that they will be required to sign off accounts at year end. Also that service chargeable budgets (estimates) should also be held at block/estate level. All expenditure/budget to be split (where applicable) between service chargeable (reconciled to block/estate) and non-service chargeable.	Tbc	D Whitfield	On hold	The Council's current IT systems cannot support this and there remains a requirement to manipulate data derived from SAP and IWorld. However progress has been made in defining a number of the major services at block and estate level, eg. estate cleaning, grounds maintenance, pest control, arboricultural services. An IT solution remains a "long-term goal" for the Council but in the meantime it is proceeding with the new AR system (see line 3).
3	2d e & f	**Financial systems:** a) Establish detailed requirements for reporting at estate/block level and coding chargeable/non-chargeable work in consultation with relevant depts including HOU & Hsg Management b) Review capability of SAP/other systems to meet this requirementProject Plan: Establish a plan and target dates for implementation of revised accounting processes and systems	**a) Priorities** Cleaning (complete) Grounds Maintenance (virtually complete) Electricity (virtually complete) Bulk Refuse (virtually complete) Heating (virtually complete) Lifts (complete) Pest Control (virtually complete) Arboriculture (complete) Repairs (not complete) - Service chargeable v non-service chargeable (split into rechargeables, individuals and insurance) - Block/estate - Descriptions **b) Review of SAP capability**	1st 5 Complete Meeting scheduled for May 10	D Whitfield/M Green/M O'Brien	Green - underway	Billing and AR system only proceeding. On programme to meet implementation date of 31/3/12
5	2c	**Management:** Establish clear responsibility for ensuring the accuracy of cost recording within HRA (not to be the HOU)	Budget holders to reconcile and sign off spend	Tbc	J Seeley/I Young	Amber	See lines 2 and 6
6	10	**Formal service charge account sign-off** Establish a formal procedure to sign off the annual service charge accounts to: a) reconcile chargeable and non-chargeable sums to the total costs within HRA and individual service areas; b) identify/explain variances from previous years; c) state chargeable and non-chargeable overheads. Account to be prepared and verified by HOU Manager for approval by Finance Director prior to the issuing of the annual service charge bill	Section 152 of CLRA 2002 no longer due to be implemented. Financial process to be agreed. HO will reconcile service chargeable and non-service chargeable total sums within the HRA and individual service areas to expenditure in SAP. HO will identify variances from previous years and will give explanations supplied by budget holders (and will state if explanations not provided). **HO will state overall overheads examined and element charged.**	Trial sign offs 2010/12 Full implementation 2011/12	M Green/I Young	Amber	Template complete and trial reconciliation of 2010/11 account underway - first 4 (of 11) service charge areas at final review stage
7	**Workstream 2 - PROCUREMENT**						
8	1	**Existing contracts:** Review existing contracts to assess where contractors can be required to invoice on an estate and block basis. Use reasonable endeavours to establish charging by suppliers, including in-house suppliers, on an estate/block basis	Individual service areas are identified below:				
9			**Block and estate cleaning**				
10			Cost allocation based on time spent on estates		I Smith	Green - complete	
11			Refuse systems - mapping complete		L Turff	Green - complete	

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12			Pest control - actual time and costs identified against each block		I Smith	Green - complete	
13			Grounds maintenance				
14			Cost allocation based on time spent on estates		I Smith M Green	Green - complete	
15			Arboriculture - map trees on to GIS; correlate to actual costs		H Thompson/J Tinker	Green - complete	
16			Reactive repairs				
17			Current contract has this as a standard requirement REVISED LBS ICT system provides contractor information by estate/block.		Mike Green	Green - complete	
18			Heating and hot water				
19			Current contract has this as a standard requirement REVISED LBS ICT system provides contractor information by estate/block.		Mike Green	Green - complete	
20			Heating & hot water repairs - asset register on I-World with dwellings supplied by plant rooms. Gas meters read monthly		C Baxter	Green - complete	
21			Water tanks; water pumps; lightning conductors - asset register complete and included in heating (ECON) contract with serviced dwellings identified		C Baxter	Green - complete	
22			Lifts				
23			Current contract has this as a standard requirement REVISED LBS ICT system provides contractor information by estate/block.		M Green	Green - complete	
24			Estate lighting				
25			Electricity - meter survey underway		B Fiddick	Green - complete	
26			Estate lighting - engineers to correctly identify works against blocks/estates		C Baxter	Green - complete	
27			TV aerials				
28			Communal TV aerials - asset register and cost allocation		C Baxter	Green - complete	
29			Door entry				
30			Door entry asset register complete		C Baxter	Green - complete	
31			CCTV				
32			Asset register- corporate project		Jonathon Toy	Green - complete	
33			Other:				
34			Dry risers - asset register complete		C Baxter	Green - complete	
35			Fire protection - current Fire Risk Assessment identifying and upgrading assets; follow on exercise to update asset register and Iworld		C Baxter	Green - complete	
36	3a	Contract specification: Develop contract specification and invoicing requirements to define costs as estate/block & chargeable/non-chargeable as a standard requirement for all future procurement for housing repairs and maintenance, in consultation with HOU and Housing Management	Departmental procurement team (with HOU/Legal) to develop standard contract terms		Mike Green	Green - Complete	Area portfolio holders have responsbility for ensuring all contracts including SLAs have addressed leasehold issues and that this is noted in report to Departmental Contracts Review Board
37	3b	Internal consultation process for procurement: Ensure HOU is consulted on the terms of all contracts which will result in a leaseholder recharge to ensure that the contract meets the agreed Council requirement for service delivery and accounting for leaseholder charges	HOU consultation stage at Gateway 1 stage (authority to procure contract). Monthly joint Housing Management & HOU meeting to reconcile repair orders and to validate costs to actualise leaseholder bills.		L Turff, D Hollas	Green - Complete	All Housing related contract reports now go to the Departmental Contracts Review Board (DOH and Heads of Service) and include commentary from the Head of Home Ownership to ensure leaseholder related issues are addressed.
38	Workstream 3 - DATA QUALITY						
39		Improve data quality on I-World					
40		Review I-World templates and instructions to staff on data input, in consultation with HOU & Hsg Management, and identify any revisions or training requirements	Review I-World template and staff instructions	Mar-11	C O'Mahoney	Green - complete	Data input subject to monthly review meetings with HOU/R&M staff and staff instructions/training identified as necessary
			Baseline data required to measure performance. Performance indicators to include % increase in unitemised bill elements identifiable and % reduction in error rate	Mar-11	C O'Mahoney	Amber	HOU reports that improvements have been made, particularly in regard to repairs descriptions but there are still problems re.S20s. Staff training and new guidance were highlighted at the last PSG and repairs data is being monitored at monthly HOU/Repairs meetings (most recently 19/1/12). HOU to produce further performance data.

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			Provide training to key area, contractor and technical staff sustained by network of staff 'super users'.	Mar 11- Review Sept 11	C O'Mahoney	**Green - complete**	Revised business rules issued; training sessions with technical officers and communal repairs team held in 2011; further training requirements identified
			100% desk top financial check of communal repairs. Agree target % decrease in overbooking costs.	Mar 11- Review Sept 11	Gavin Duncumb (Commercial Team)	**Green - underway**	April-Aug11 report: - 17.5% of communal repairs inspected - 8.4% failure rate - separate commercial team review resulted in c. £235k savings on communal reps Next review to be undertaken April 12 for Sept11 - Mar12
			Quality checks of data input by contractors & technical officers.	Mar 11- Review Sept 11	C O'Mahoney	**Green - underway**	See above; this will also be subject to checking at the monthly HOU/Repairs mtg
41			New Performance Manager post to include data quality monitoring.	Mar-11	F Morath (Performance Team)	**Green - complete**	
42	5	Incorporate monthly checking to ensure that appropriate and accurate coding and job descriptions are used	Monthly quality checking on ordering-coding and job descriptions	Mar-11	Christian O'Mahoney	**Green - complete**	Monthly meetings re-instated to review and reconcile repairs
43	6	Review I-World processes to flag and record operator responses on works: a) covered by warranties b) covered by insurance c) in excess of the £250 per unit S20 threshold d) which are directly chargeable to the tenant/leaseholder	ICT Project interface Apex (database holding stock condition survey data) with I World. ICT fix to prevent orders being raised on flagged jobs (eg warranted work)	Mar-11	Dave Markham	**Amber**	All warranties less than 2 years old have been entered onto I-world and are flagged. Dave Markham (Head of Major Works) to review position on inputting older warranties which are archived.
			List of insurable jobs (eg glazing, fencing, walls- external/internal). CSC Script - works order to be flagged 'insurance'.	Mar-11	Christian O'Mahoney	**Green - complete**	
			Flags (pop up/auto set) for a) major works guarantees eg heating, roofs, windows b) R&M new installation guaranteed work	Mar-11	Christian O'Mahoney	**Green - complete**	
			Scope base data for existing roofing and heating system warranties and business rules for managing through I World & Apex . Agree cash targets for reducing orders on warranted work.	Mar-11	David Lewis	**Amber**	David Lewis to take a report to HOC on costs of maintaining guarantees and related business rules
44			Line deleted as duplicate of line 42				
45		**Pre- and post-inspections**					
46	7a	Implement a system to retain properly referenced records of pre- and post-inspections for six years from year end	Record system to be embedded into pre and post inspection process	Mar-11	C O'Mahoney	**Green - complete**	
47	7b	Implement an annual audit of pre- and post- inspections and identify and address any failures	Annual audit to be imbedded into pre and post inspection process with quantitive and qualitive hard targets for outcomes including grading system for quality of repairs and decrease in defects.	Mar-11	C O'Mahoney	**Green - underway**	In place - next review due April 12 (see above for details of April-Aug11 review)
48	**Workstream 4 - PERFORMANCE MANAGEMENT**						
49	12a	**Lifts, BeServe, R&M contract terms** Review current provisions in the Lifts, BeServe and R&M contracts for remedying poor performance with a view to introducing provisions that escalate from warnings through penalties to termination	Current contracts for Lifts, heating and R&M have these requirements		C O'Mahoney/C Baxter	**Green - complete**	
50	12b	**Integrated Cleaning Contract terms** Review the provisions within the Integrated Cleaning Contract (ICC) to consider how to link performance measures with payment mechanisms (e.g. the provisions under the Output Specification for Facilities Management under PFI may be a useful model)	Strategic review of client function to include system development to capture performance and link poor performance (set standards) to financial penalties and adjustment to service charges	Mar-11	M O'Brien/Ian Smith/Guy Valentine-Neale	**Green - underway**	System of rectification notices and penalties in place - Nunhead Area (Neil Brown) running pilot from Dec 2011
51			Agree performance report with Southwark Cleaning Services for existing service level agreeement	Mar-11	M O'Brien/Ian Smith/Guy Valentine-Neale	**Green - complete**	
52			Contract management to be enhanced through a new commercial team focusing on cost control	Mar-11	M O'Brien	**Green - complete**	

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53	12b	**ICC standards** Publish performance standards for cleaning and grounds maintenance to residents	System to be developed to capture and publish performance information following strategic review.	Mar-11	M O'Brien/Ian Smith/Guy Valentine-Neale	**Green - complete**	Performance standards published on Council website and within tenancy agreement; part of new Leaseholder Welcome pack and updated Home Owners' Guide
54		**Repairs and Maintenance error levels**					
55	13	Review the reasons for the consistent error level reported by Potter Raper in their sampling of the responsive repairs contract works since 2002	More resources allocated for pre- and post inspection - currently 100% desktop checks; target of 500 post inspections communal repairs per month increasing to 1000 in 2010	Mar-11	C O'Mahoney	**Green - underway**	Commercial team completed contract valuations back to Jan 2010 and will be valuing contracts back to June 2009.
56	14	Monitor potential over-charging from individual contractors and consider how to improve the effectiveness of contractors performance and enforce appropriate contract conditions	Post inspection process will highlight overcharging and escalation to recover. Establish baseline of error rate and set targets for reduction.	Mar-11	Christian O'Mahoney	**Green - underway**	Data compiled on monthly recovery against different contractors - see line 47 above
57	**Workstream 5 - VALUE FOR MONEY**						
58	11b	**Cleaning services VfM** Review services delivered under the Integrated Cleaning Contract (ICC) in relation to housing estates against current and appropriate cost and quality bench-marking standards	Strategic review of client function to include development of cost and quality matrix (see point 50 above)	Nov-10	M O'Brien	**Green - complete**	HQN benchmark report complete. Should feed into line 50 above.
59	15	**Cost monitoring & control.**					
60	15a	*Process* Establish a procedure by which estate/block costs are reviewed on at least an annual basis and an action plan to address abnormally high costs is agreed by senior management.	Test proposed methodology through sample check of top 10 blocks by trade/item on an exception basis ie QS to check all orders above £2500 + heating and fuel certificates + trade by trade analysis + repeat orders. Contracts to include R&M, Heating, BServe, Lifts . Review in the context of new PPM strategy (Potter Raper Partnership)	Mar 11- CHANGE to May-11 (to allow a year)	D Lewis/ C O'Mahoney	**Green - underway**	Aimee and other data feed into the decision-making process on PPM programmes for 11/12 and 12/13; David Lewis to present process to next PSG
61	15b	*Benchmarks* Establish benchmarks to define what constitutes a reasonable cost for specific services and, where appropriate, identify actions that will be taken to reduce costs to this level	Cost benchmarking matrix to be developed for agreed service areas- subject to consultation with leasehold audit PSG.	Nov-11	Guy Valentine-Neale	**Green - underway**	Linked to analysis for line 60 above
62	15c	*Responsibility* Ensure that primary responsibility for cost monitoring and improving planning and implementation rests within Housing Management and not the HOU	Commercial manager post created in new Asset Management & Investment Planning business unit in housing management with primary responsibility for cost control across repairs, engineering and compliance and investment supported by interim quantity surveying service.	Jul-10	D Hollas	**Green - complete**	
63	**Workstream 6 - COST ALLOCATION**						
64	8	**Credit notes** a) Ensure that credit notes are credited against the relevant works order b) ensure that this action is recorded as part of the works order audit trail	Embed process to upload credit notes and check through quantity surveying team.	Sep-10	C Baxter	**Green - complete**	
65	11a	**Move away from use of borough wide averages** Southwark Cleaning Services (SCS) to price works and invoice on a block/estate basis	Code costs to individual estates/blocks. Monthly listing of ad hoc works from SCS to HM.		I Smith	**Green - complete**	
66	17	**Overheads** Review the calculation of overheads and include its assessment of overhead costs in the annual reconciliation of the service charge account by the FD, so that a clear rationale is presented for the inclusion or exclusion of costs		Mar-11	I Young	**Amber**	Underway - work to date has identified additional overheads of £200k to be charged in 2010/11 (c. £16 per leaseholder). Slow progress on remaining areas of overheads (some of which are related to the central support cost recharges to the HRA which are separately under review)
67	**Workstream 7 - LEASEHOLDER INFORMATION**						
68	9a	**Account statements** Identify the exact reason to adjustments to bills within the account statement and retain supporting documentation on leaseholder's file			D Whitfield	**Green - underway**	Part of BAR project

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69	9b	**Invoices** Ensure that each invoice has a unique reference number			D Whitfield	Green - underway	Part of BAR project

	Housing Managment
	Corporate