

Appendix 3

Regenter Brockley Improvement Plan

2012 - 2013

Nos.	Area	Task	Outcome	Client monitoring of outcomes	Start Date	Target date	status
1.	Quality	Introduction of programme of quarterly inspections and audits covering all aspects of service by independent audit team	Continuous improvement and benchmarking of customer services	Evidence provided to client on a quarterly basis that internal auditing is achieving an overall score of in excess of 90%. Evidence of audit trail to demonstrate continuous improvement of recommendations from previous quarters outcomes.	Jan 12	On-going	Work In progress / on target Recent audit completed in October
2.	Customer Access	Implementation of Regenter Brockley website	Increased methods of customer access	Auditable evidence of promotion of website Quarterly targets from 1.4.12 provided on number of website hits and registrations provided as part of monthly contractor report		Feb 12	Site launched and being updated on a regular basis
3.	Customer Access	Implement out-of-hours Housing Management service - Pinnacle Connect	Increased out of hours customer access	Auditable evidence of experience via satisfaction levels reported as part of monthly contractor report	Jan 12	<u>Apr 12</u>	<u>overdue</u>
4.	Customer Access	Provide dedicated section in newsletter for leaseholders in	Increased leasehold consultation	Auditable feedback of newsletter suggestions and items from Quarterly	May 12	May 12	completed

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		Brockley Bugle newsletter		Leasehold Forum action point notes			
5.	Customer Access	Undertake 'customer access day' to maximise web-site registration	Maximise on-line accounts facilities	Target of 180 (10%) of residents registered by end of initial launch period.	Jan 12	Mar 12	completed
6.	Customer Access	Undertake week end and evening estate walkabouts	Increase options for customer access	website and email feedback of inspection satisfaction reported on a quarterly basis	Mar 12	On going	Week end inspections have taken place
7.	Sustainability	Implement of energy pilot programme	Customised energy advice for residents – and inform longer term project	An energy saving matrix will be produced for conclusion of pilot. The approach will be evaluated against the Pinnacle energy project in Westminster to inform proposals for 12/13 onwards.		Mar 12	completed
8.	Sustainability	Implement long term energy programme	Maximise resident income	Presentation to be made to client and Resident Board on proposals and funding for 12/13	Nov 12	Mar 12	<u>overdue</u>
9.	Leasehold Management	Implement introduction of leasehold handbook via website	Increased leasehold satisfaction	Auditable feedback of handbook launch from March Quarterly Leasehold Forum action point notes Auditable learning lessons incorporated into iterative approach to handbook and website	Jan 12	Apr 12	Overdue, work in progress
10.	Leasehold Management	Implement Lewisham internal audit leasehold report	Increase accuracy of service charges and leaseholder satisfaction	1. Auditable trail of leasehold external audit recommendations	Feb 12	Mar 13	Work in progress

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		recommendations		implemented 2. Annual leasehold satisfaction in line with tenants (70%)			
11.	Leasehold Management	Consult leaseholders on 2013 decorations programme	Improved leaseholder customer satisfaction in delivery of programme	1. Auditable satisfaction from leasehold forum action notes relating to FAQ on decorations contract 2. Auditable satisfaction on implementation of Brockley Residents Procurement Group to shape contract	Feb - 12	Mar 13	Partiality completed – date to be revised
12.	Leasehold Management	Develop leaseholder access to receive communal repair details via web-site	Improved customer satisfaction and service	Auditable satisfaction from leasehold forum action notes relating to communal repairs details via web-site	April 12	Mar 13	Work in progress / on target
13.	Leasehold Management	Annual notification of S20 major works	Increased leasehold consultation on planned works	Auditable satisfaction from leasehold forum action notes relating to S20 notification – supported by satisfaction website reporting via contractor report	May 12	May 13	On going
14.	Leasehold Management	Implement three annual themed leasehold focus groups	Increased opportunities for leasehold involvement	Auditable annual leasehold forum programme developed and published on website	Mar 12	Mar 13	Work in progress / on target
15.	Income	Implement a charging review of non-residential assets	Maximise non residential rental income	Proposed targets agreed with client and reported via monthly report / dashboard	Mar 12	May 12	Works on going – reduction in void

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							garages
16.	Income	Identification of all communal electric meters and bi-monthly reading	Improved income and service charge management	Auditable presentation of meter readings leading to external audit trail and 95% accuracy of service charge billing	Mar 12	Mar 12	completed
17.	Income	Commencement of pilot anti fraud project	Publicise and minimise opportunities for sub-letting	Presentation of report to client and Resident Board followed by newsletter publicity. Client reporting on outcome / findings incorporated within tenancy audit checks	Feb 12	Aug 12	Work in progress, pilot has been extended
18.	Income	Introduce chip and pin payment functionality	Additional payment facility and improve income management	Uptake and satisfaction levels reported on a quarterly basis	Mar 12	Mar 12	completed
19.	Income	Implement upgrade to leasehold IT to allow for increase leasehold functionality	Direct debit facility made available for leaseholders	Nos. of direct debit accounts reported at year end with associated income stream	Jan 12	Mar 13	completed
20.	Income	Maximise rental income and publicity benefit advice services	Undertake cross PFI rent audits project to allow for improved income and service charge management techniques	Year end report incorporating outcomes	Apr 12	Mar 13	Work in progress
21.	Communications	Undertake phased production of suite of leaflets linked to website / procedures	ASB, Insurance, Complaints - Jan Sign ups, succession, legal protocols -Feb Housing Choices & Fraud -Mar Tenancies & Leasehold - Apr	Auditable outcomes from procedure compliance via internal audit procedure and subsequent reporting	Jan 12	<u>Apr 12</u>	<u>Partially completed</u>

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22.	Communications	Implement a communications plan to manage Clare estate condensation / damp issues	Condensation delivery plan to capture all historical and current recorded actions and manage outcomes against availability standard	Outcomes of delivery plan agreed and circulated	Feb 12	Mar 13	Work in progress, surveys are being undertaken
23.	Resident consultation	Enhance existing residents' scrutiny through capacity building of Residents' Board	Increase service accountability in response to Localism Agenda	Auditable implementation of capacity building programme for Residents Board	Apr 12	Dec 13	Training arranged with TPAS for residents
24.	Resident Engagement	Undertake customer profile review of street properties	Tailor services to specific groups Set up forum for residents in street properties	Year end report on options and outcomes to tailor service	Apr 12	Mar 13	Work in progress
25.	Resident Engagement	Undertake annual area / estate summer road shows	Increased resident consultation	Volumes, satisfaction and outcomes reported as part of annual contractor report and website	June 12	July 12	Completed
26.	Estate services	Undertake a programme of groundwork and planting flower beds	Increase resident engagement and satisfaction on estates services	Volumes, satisfaction and outcomes incorporated in annual report website	Mar 12	On going	First phase completed
27.	Estate services	Develop a responsible dog owners' policy in association with partners	Increased resident satisfaction on estates.	Outputs agreed in partnership with LBL and reported to client and Resident Board	Apr 12	Jan 13	Work in progress
28.	Sustainability	Implement Energy Action Plan	Comprehensive approach to environmental sustainability	Energy action plan outputs reported on a quarterly basis to client and Resident Board supported by publicity via newsletter and summer estate roadshows	Apr 12	Dec 13	Work in progress

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Benchmarking Review: Investment in services (Services to be considered as part of benchmarking review)

Corporate Services	<p>There is the opportunity for Local Authority partner agencies to use the Brockley Regenter local office infrastructure to provide additional / satellite services e.g. debt advice HB verification.</p> <p>To ensure that Regenter Brockley contributes to the wider Housing service there is the opportunity to provide a joint housing improvement / good practice panel incorporating all the providers within the Borough.</p>
'E' Services	It is proposed that a range of 'E' services are continually developed over the life of the contract. This will include the provision of 'e' service links incorporating housing choices in the Brockley Office Reception.
Energy Services	<p>The carbon emissions and energy advice market is developing and will become clearer with the introduction of the Green Deal. It is proposed that this is an iterative approach that is likely to include the following:</p> <ul style="list-style-type: none"> • Stock carbon assessment • Low carbon retrofit plan (to meet 2020 government emissions target) • Energy Management advice
Arboriculture Services	The present service provides for a variation to the contract and annual sum for undertaking works. It is proposed that arboriculture services are both incorporated and enhanced within the contract. A formal periodic inspection regime should be introduced to incorporate street properties within the Brockley conservation area.
Fraud Services	It is proposed to build upon the current anti-fraud and corruption project by the development of specialist service to investigate suspicious applications for Right to Buy scheme, the Cash Incentive scheme, fraudulent homelessness and housing applications.
Allocations Review	It is proposed that a review of CBL procedures takes place. This is to ensure that Regenter Brockley is able to support more effectively the overall corporate lettings target.
Support services	<p>It is proposed to formalise the various informal 'extra mile' activities that are undertaken as part of the current service. These can be branded under the <i>Building Better Brockley</i> services and include:</p> <ul style="list-style-type: none"> • Summer gardening service for vulnerable residents • Winter contact for vulnerable residents • Financial inclusion

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		<ul style="list-style-type: none"> • Young people advocacy • Employment and training advice
	Allocations Review	It is proposed that a review of CBL procedures takes place. This is to ensure that Regenter Brockley are able to support more effectively the overall corporate lettings target.
	Disability Access review	It is proposed that a disability audit is undertaken for all street properties. This will inform requirements for both minor access improvements e.g. grab rails, lighting and works undertaken as part of the cyclical decorations programme.
	Leasehold review	The leasehold service and billing and auditing timelines have been hampered by corporate timescale requirements. By way of a lessons learnt principle it is requested that a review is undertaken to consider whether greater independence can be considered to meet the required timelines for billing.
	Housing Land review	In order to support the Governments recent Planning Policy Statement 3, it is suggested that a Strategic Housing Land Availability Assessment sub-review is undertaken. The existing local knowledge would inform and support the wider strategic statement to be undertaken by Lewisham.