



Delivery Plan 2011-12

Contacting us

Customer Services Team
Gloucester City Homes
Atlantic Suite
Southgate House
Southgate Street
Gloucester
GL1 1UB

Customer Services Line: Free phone: 0800 408 2000 or 01452 530626 (For cheaper land line calls)
Text: 0778 148 2656
Fax: 01452 396599
Minicom: 01452 396161
Email: customer.services@gloscityhomes.co.uk
Web site: www.gloscityhomes.co.uk
GCHTV on the Looking Local service on Sky, Virgin Media, mobile phone

You can also contact us using our online reporting forms.

Please note our website is speech enabled and you can adjust the size of the text and translate it to other languages.

Getting our information in other formats

If you would like any part of this document explained, translated or provided in another format such as large print, audio or Braille, please contact our Customer Services Team on 0800 408 2000.

Bengali

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান অথবা যদি আপনার একজন ইন্টারপ্রেটারের প্রয়োজন হয়, তাহলে দয়া করে আমাদের সাথে যোগাযোগ করুন।

Chinese

本文件可以翻译为另一语文版本，或制作成另一格式，如有此需要，或需要传译员的协助，请与我们联系。

Gujarati

જો તમને આ દસ્તાવેજ બીજી ભાષા અથવા રચનામાં જોઈતો હોય, અથવા જો તમને ઇન્ટરપ્રિટરની સેવાઓ જોઈતી હોય તો, કૃપા કરી અમારો સંપર્ક સાધો.

Polish

Aby uzyskać ten dokument w innym języku lub formacie, albo jeżeli potrzebujesz usług tłumacza, skontaktuj się z nami.

Urdu

یہ دستاویز اگر آپ کو کسی دیگر زبان یا دیگر شکل میں درکار ہو، یا اگر آپ کو ترجمان کی خدمات چاہئیں تو برائے مہربانی ہم سے رابطہ کیجئے۔

[Translation reads: If you would like this document in another language or format or require the services of a translator, please contact us.]

Contents

SECTION 1: INTRODUCTION3

SECTION 2: VISION, MISSION AND VALUES OF GCH4

SECTION 3: SUMMARY OF GCH MILESTONES.....5

SECTION 4: A SUMMARY OF GLOUCESTER CITY HOMES SERVICES6

SECTION 5: GLOUCESTER CITY HOMES STRATEGIC PLAN 2011 TO 2017 YEARS.....7

SECTION 6: AREAS WHERE GCH NEEDS TO IMPROVE OR CONSIDER IN 2011 11

SECTION 7: DEVELOPING THE DELIVERY PLAN IN PARTNERSHIP WITH OUR RESIDENTS – THE RESIDENTS BUSINESS PLAN 2011 12

SECTION 8: DEVELOPING, AGREEING & MONITORING THE DELIVERY PLAN 15

SECTION 9: DELIVERY PLAN TARGETS..... 18

All strategies and policies referred to in the Delivery Plan and outlined below are available on the GCH web site www.gloscityhomes.co.uk or from GCH directly, Telephone 0800 408 2000 or 01452 530626 (For mobile callers)

SECTION 1: INTRODUCTION

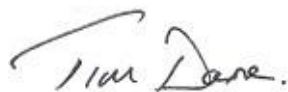
We are a 3 star excellent rated company which manages and provides housing services for our 4,800 tenants and leaseholders in the City. It is a company wholly owned by the City Council and is non-profit making.

Since the company was launched, as an Arms Length Management Organisation (ALMO) in December 2005, we have delivered significant investment into your homes, making excellent progress to meet the Government's Decent Homes Target. As at the end of December 2010, almost 90% of our stock is now decent and we will be working hard to approach over 95% decency in 2011. At the same time, we have achieved consistently high levels of resident satisfaction in carrying out those improvements, often exceeding 98% through the excellent work of Lovell, our improvement partner.

We have met all of our promises to our residents and achieved the highest possible excellent rating for the delivery of our services, making us only one of 23 ALMOs to achieve 3 stars. We continue to secure consistently high levels of tenant satisfaction with the service improvements made, whilst always ensuring our expenditure is line with budgets. The Audit Commission also said that the company has excellent prospects for improvement and Julie Watts, Audit Commission Lead Housing Inspector, said: 'We are very pleased to offer Gloucester City Homes as a model of excellence to other housing organisations and as a benchmark of positive practice' (December 2010).

Our key commitments in 2011-2012 are to maintain high quality services whilst making budget cuts of £700,000 to meet the Governments financial savings; embed our work with our residents to ensure they effectively monitor and scrutinise our services on your behalf and; ensure that we support the Council in meeting their city wide improvement targets linked to their "**Building a Better Gloucester**" improvement plan. Finally, we are also working in partnership with the Council to discuss how we meet the future housing investment needs for the future and will recommend the best type of provider to do so later in the year ahead.

We have worked closely with our lead tenants and leaseholders to ensure the Delivery Plan meets your service improvement priorities and we are extremely grateful for their dedication and support. We also thank everyone who has directly influenced and contributed to this plan and for all the work they do our behalf. Of equal importance is the feedback we receive from all of our residents through our surveys, complaints and meetings which allows us to improve your homes and services and make your communities better places to live.



Tim Dare, Chair, Gloucester City Homes Board

SECTION 2: VISION, MISSION AND VALUES OF GCH

Our Ethos

Tenants are at the heart of what we do - Customers drive our services

Our Mission

To provide a better quality of life to every tenant and leaseholder of Gloucester City Homes by delivering exceptional services and providing decent homes in successful communities.

Our Values

- **PRIDE**

We will act responsibly and will enable our tenants & leaseholders to take pride in their homes and communities through effective service delivery. Equally, we are proud of our staff and will recognise their achievement and success. We will work in partnership with the Council, our residents, staff and partners to build strong and successful communities.

- **QUALITY**

Our aim is to be the best social housing agency in the country, delivering outstanding customer service and looking to improve continuously. We will listen; responding quickly and fairly to our tenants & leaseholders and employees needs to ensure we achieve our targets and standards.

- **INTEGRITY**

We will say what we do and do what we say, publishing clear standards, monitoring performance and providing efficient, value for money services. We will be a caring and responsible agency, respecting every tenant & leaseholder and every employee by being honest and fair in all our decisions.

- **INNOVATION**

We will be creative and dynamic in delivering our services, anticipating tenant & leaseholder needs and planning accordingly. We will strive to be a national leader of excellence through challenging existing practices, working together as a team and never accepting mediocrity.

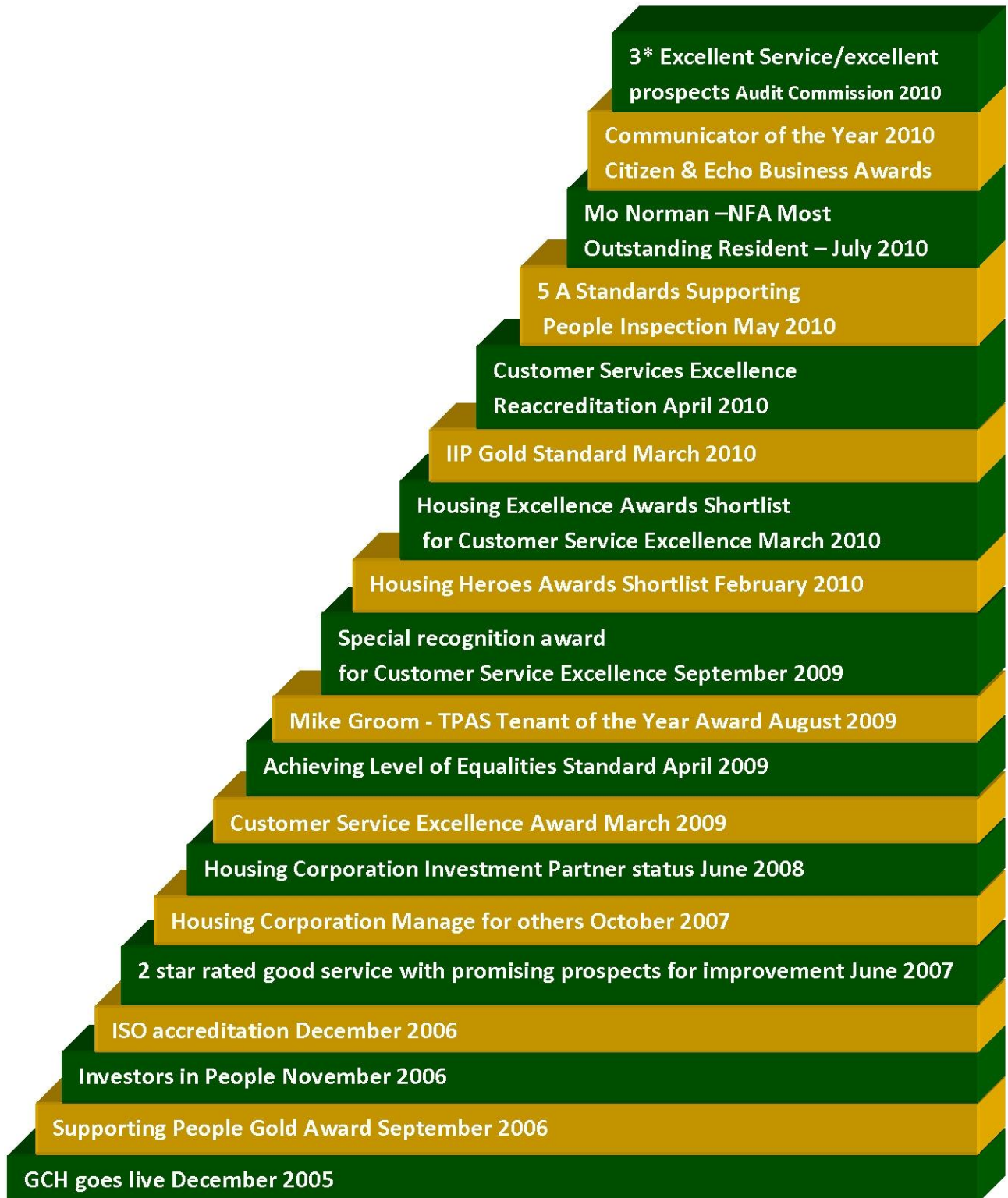
Our Vision

"To be a first class social housing agency, delivering modern, efficient, high quality customer-focused services so that we can provide an excellent quality of life for our tenants & leaseholders in their homes and their community."

GCH will ensure that in developing our services, policies and procedures we will comply with our values to ensure a quality of process and outcome that achieves the company's mission.

SECTION 3: SUMMARY OF GCH MILESTONES

Gloucester City Homes Key Milestones to date: The Building Blocks to Success



SECTION 4: A SUMMARY OF GLOUCESTER CITY HOMES SERVICES

GCH delivers a range of services to meet the needs of our customers including:

- Customer services contact centre, website and interactive TV channel (GCHTV) accessible through Nintendo and mobile phones;
- Promoting resident participation and empowerment, ensuring resident involvement in monitoring and reviewing service standards, and training tenants to improve their confidence;
- Tenancy & estate management services including cleaning and estate management;
- Supported Housing Services providing Sheltered housing schemes for older people, community life link and other housing related support services under the Supporting People programme;
- Rent accounting, collection and debt counselling;
- Leasehold management and shared ownership;
- Enforcement of tenancy conditions including the management of anti-social behaviour policy;
- Managing lettings, empty homes and under-occupation, and managing properties on behalf of others;
- Response repairs; and repairs to empty homes in order to re-let them;
- Home safety Inspections and implementing a range of health and safety measures to keep our residents safe;
- Managing and delivering an annual investment programme for our housing, which meets Decent Homes, other capital programmes (including adapting properties to meet the special needs of vulnerable tenants), repairs, and sustainability issues;
- Procuring services and partners, which effectively meet our investment programmes;
- Building effective partnerships with other agencies to create opportunities for our residents, such as apprenticeships and training, and creating vibrant, safe neighbourhoods.

SECTION 5: GLOUCESTER CITY HOMES STRATEGIC PLAN 2011 TO 2017 YEARS

Gloucester City Homes Strategic Plan, 1 to 5 Years

Over the last five years, we have successfully improved and expanded our services in a rapidly changing environment. At the heart of this success lies a highly-motivated team that works closely with our residents together with our partners in a forward-looking and innovative manner to ensure continuous improvement in service delivery. We respond positively and proactively to the changing demands and expectations of our customers, local communities and the City Council, and national Government's legislative, social and economic agenda.

We continually review strategic objectives and key priorities. We have eight strategic aims, providing a clear focus and direction over a 5-year period. Within each of these is the understanding that GCH's culture, based upon our core values of Pride, Quality, Integrity and Innovation, will shape the way in which these aims will be delivered.

1. To be a customer driven provider of excellent services

We will achieve excellence in customer services by putting our customers first. By listening and involving our customers, we will deliver excellent services and provide high quality homes that will ensure our customers are among the most satisfied in our sector.

Objectives	Target Date
Maintain ISO 9001 accreditation through 6 monthly inspection	31-03-2011 and every 6 months
Maintain the Government's Customer Service excellence award known as "The Standard"	31-03-2011 and annual review
Maintain the 5 A rating for the Supporting People Quality Assessment Framework	31-05-2014
Ensure that 80% of front line service staff achieve the Institute of Customer Services Award	31-03-2014
Deliver our Asset Management Strategy, providing our tenants with quality repairs and maintenance services and delivering the Housing Investment Programme.	31-03-2012
Achieve continuous Top Quartile customer satisfaction levels	31-03-2011 and onwards

2. To build strong partnerships that help us to make a real difference to the local communities in which we work.

We will make a positive difference to peoples' lives by enabling them to be proud of, and feel safe, where they live and that they are able to afford a lifestyle with which they are comfortable. In this way we will contribute to building strong supportive and cohesive communities supported by a range of agencies and partners.

Objectives	Target Date
Deliver the Action Plan in our All of Us Together Strategy.	31-03-2012
Deliver the Action Plans in our Income Management, Resident & Community Involvement, Anti-Social Behaviour & Neighbourhood Services Strategies	31-03-2012
Contribute as a key strategic partner of the Gloucester Partnership to support and contribute to the key aims of the Sustainable Community Strategy and the Community Safety Partnership Strategy.	31-10-2011 and onwards

3. To deliver value for money and maximise the use of all our resources.

We will seek continuous improvement in the delivery of high quality cost effective services and to be a top performing company in all of our services.

Objectives	Target Date
Deliver VFM and efficiency savings for GCH services through effective procurement of services and continuous improvement and challenge.	31-03-2011 and onwards
Implement the ICT Strategy of the company which improves access to services and VFM outcomes for tenants in terms of efficiency and quality of services	31-03-2011 and onwards
Maintain a viable Housing Revenue Account and work with the Council on the options for delivering long-term social housing in the City	31-03-2011 and onwards
Achieve annual efficiency targets linked to Government's Comprehensive Spending Review.	31-03-2014

4. To deliver excellence in our governance and management arrangements.

We will provide excellent leadership and will be a well-run, accountable organisation that balances risk with innovation to continuously improve and develop our business.

Objectives	Target Date
Maintain effective Governance Arrangements, Risk Management and Business Continuity Planning	31-03-2011 and onwards
Ensure that the board is representative of the community and maintains the skills and capacity to lead effectively and meet the changing needs of the organisation	30-06-2011 and Continuous Review

5. To be a first class employer nurturing top performing people.

We aim to be an employer of first choice providing our staff with a stimulating and rewarding work environment in which they can help to achieve the company's objectives by providing them with the right tools for the job. By working and learning with others we will be a learning organisation that will be demonstrated by the company's continuous improvement.

Objectives	Target Date
Maintain the Gold standard for the Investors in People Profile Award	31-03-2012
Deliver the Human Resources Strategy	31-03-2013
Secure Top 100 place in the Best Companies Framework through biennial survey	31-03-2013

6. To be responsible towards our environment to protect it for future generations.

We will use sustainable materials, work towards being carbon neutral and achieve high levels of energy efficiency within all our homes.

Objectives	Target Date
Achieve ISO 14001 as an Environmental Management Standard	31-12-2015
Deliver the action plan in our Environmental Strategy	31-03-2013

7. To be a champion of diversity.

We will work with our customers and partners to ensure diversity is valued and respected in such a way that builds strength and unity in our communities.

Objectives	Target Date
Attain excellence level of the new Equalities Framework	31-03-2013
Deliver the Equalities Strategy	31-03-2013

8. To achieve the long-term sustainability of the company through business growth.

We will seek to increase the turnover of the company and to develop a company asset base by building new homes, managing more homes and expanding services provided to other companies and individuals, and in this way become a partner of first choice for the City Council and other organisations, in regenerating communities and meeting housing need.

Objectives	Target Date
Develop independent financial streams into the company through managing for others and expanding services within our market.	31-03-2011 and onwards
Unlock opportunities for potential development on Council land and develop regeneration opportunities to support the local housing strategy; create networks and engage partners to develop new affordable housing; and bid for social housing investment funding for new affordable homes in the City.	Continuous Review
Build brand loyalty and integrity of services in the eyes of our customers and stakeholders	Continuous Review

SECTION 6: AREAS WHERE GCH NEEDS TO IMPROVE OR CONSIDER IN 2011

Implementing the recommendations from the Audit Commission inspection report December 2010

In October 2010, the Audit Commission carried out its re-inspection of our services, following up their inspection of 2007. In their December 2010 report, the Audit Commission have now rated GCH as a three star excellent organisation which has excellent prospects for improvement.

The report identifies three main recommendations to further improve our services; these, and a number of comments and suggested service improvements identified in the main body of the report, are contained in an action plan. This was approved by Board and Customer Forum in January, and will be monitored by the TSA, and the actions have been included by managers in the Service Improvement Plans. The action plan was presented to the TSA at a meeting on 17th February 2011.

The aids and adaptations service has been an area of particular focus following the findings of the Audit Commission. In December 2010 Board approved a plan to deliver an improved service for our disabled tenants, including reduced average waiting times, increased customer satisfaction, and improved value for money. This will be achieved by developing our partnership working with NHS Gloucestershire, Gloucestershire County Council and Gloucester City Council, and by making better use of our resources including more cost effective procurement and recycling of adaptations where appropriate.

Listening to our tenants: learning from the Satisfaction Survey August 2010

Although there is no longer a Government requirement to carry out a 'STATUS' satisfaction survey, we still carried out an extensive survey of our tenants during 2010 because we wanted to find out what you think of our services, and which are the areas where we need to focus on developing further.

The August 2010 Satisfaction Survey, carried out independently for us by VMS, identified increased overall satisfaction with our services of 87%. This is within top quartile, and a significant improvement on the 2008 rating of 75%.

There are some key issues that need to be addressed, particularly around customer satisfaction with the quality of their home and the general condition of their property. Both of these show a reduction in satisfaction for those tenants who live in flats or maisonettes, though tenants in bed-sits show much higher levels of satisfaction with the condition of their properties. Plans to improve satisfaction in these areas have been incorporated into the Property Services and Performance Management improvement plans.

SECTION 7: DEVELOPING THE DELIVERY PLAN IN PARTNERSHIP WITH OUR RESIDENTS - THE RESIDENTS BUSINESS PLAN 2011

In January 2011, our customers met with the Head of Customer Services and Community Investment of Gloucester City Homes to set out their priorities for 2011-2012.

The workshop reviewed each service in detail. GCH also took into account the views of customers from a variety of focus groups, which put forward views from younger customers, families, older customers, disabled customers and ethnic minority customers, to name a few of the groups.

The results are included in our Resident Business Plan which is shown on our web site. A summary of their priorities are shown below, and are included in our service improvement plans within our Delivery Plan shown in Section 9 below.

- **Customer Care**

- Provide assistance to elderly and vulnerable tenants to help them access choice based lettings on line.
- Continue to develop our staff in terms of Customer Service Excellence.
- Extend our text messaging services to tenants in terms of scheduled repairs appointments.

- **Equality & Diversity**

- Target lunch clubs and BME groups to identify further opportunities to get involved at GCH and/or in the community.
- Work to remove any barriers to involvement.
- Residents groups to use community events to make referrals from the community to the Resident Involvement Officers, to increase the involvement of those from hard-to-reach groups.

- **Value for Money**

- Review the distribution of our mail-outs to provide greater efficiencies, for example, Sheltered Scheme managers to deliver where appropriate.
- Increase the opportunities for involving Block & Street Representatives and other involved residents to distribute communications.
- Distribute the 'What's On' guide to all actively involved tenants to advertise what they can be involved in, to reduce the need to send out individual letters.

- **Housing Investment Programme**

- Continually review the Decent Homes programme and consistently apply the Gloucester Standard.
- Keep customers informed and updated if there are any delays in Decent Homes work.
- Ensure an Occupational Therapist assesses all those with identified needs, before work is ordered.

- **Response Repairs**

- Provide further training for call centre staff on dealing with complex repairs.
- Ensure our customers know which services are provided by each of our partners.
- Provide quarterly repairs statements to our customers with details, including the costs, of the repairs ordered.

- **Income Management**

- Continue to prevent arrears.
- Continually train staff to sympathetically deal with tenants in arrears.
- Maintain prize draws as an incentive to pay the rent.

- **Neighbourhood Services**

- Improve how we identify and manage potential tenancy fraud.

- **Estate Services**

- Improve the coordination of services between our Estate Services team and Enterprise to provide better value for money.

- **Resident and Community Involvement**

- Provide further support to resident groups to enable them to increase the number of those involved.
- Work in partnership with other social housing providers in the planning and funding of community events.
- Develop community researchers to enhance the work of the resident groups and ourselves by providing additional feedback about our services.

- **Right to Buy, Home Ownership and Leaseholder services**

- Provide regular information to tenants on the benefits and responsibilities of buying their home.
- Provide more information to leaseholders on what bills they can expect.
- Provide more information on the responsibilities leaseholders have for external areas.

- **Supported Housing**

- Carry out an independent survey, using active residents, to gather feedback from residents on what elements of the supported housing service are important to them.

- **Anti Social behaviour.**

- Provide more information to customers on how to effectively complete evidence logs.

What we liked about GCH

Our tenants also told us what we particularly like about GCH and would like to see continue. Here are a few of the comments we made:

- How GCH works with tenants.
- They care for customers.
- Staff are very helpful and friendly.
- Excellent service in all areas.
- Response times for the repairs service.

SECTION 8: DEVELOPING, AGREEING & MONITORING THE DELIVERY PLAN

Developing the Plan:

Working with Gloucester Residents and the GCH team

In developing the plan, we have taken into account a range of information and feedback to make the process as inclusive as possible including:

Service improvements identified and agreed in our Residents Business Plan following a meeting with our lead tenants in January 2011. This plan is reflected in our actions and targets below;

In January 2011, the GCH management team reviewed and agreed their service improvement projects to be included in the Delivery Plan based on the feedback and service priorities identified by our residents;

The main recommendations and other comments contained in the Audit Commission's December 2010 inspection report;

Tracking other excellent 3* ALMOs to ensure we are reviewing best practice when discussing improvements to our services for and with our residents;

Taking into account any changes in the law in terms of housing services and identify these as targets within the plan. For example, the Tenant Services Authority require us to publish an Annual Report in October of each year setting out how we are meeting the six Standards; and also to produce plans for establishing and implementing local standards by 1st April 2011.

Working with Gloucester City Council

Our partnership with Gloucester City Council is a key priority in terms of meeting their strategic needs and plans. In developing our Delivery Plan we work to deliver the Council's strategic aims in terms of their corporate plan "**Building a Better Gloucester**" - which has four aims:

- 1. Putting Gloucester on the map**
Make Gloucester a locally, nationally and internationally respected and recognised city.
- 2. A thriving 21st century city**
Progress key regeneration schemes with relevant partners.
- 3. A city with strong and cohesive communities**
Involve local people and encourage ownership and pride in the locality.
- 4. The city council is a top performing organisation**
Make efficient and effective use of our resources, deliver our promises, and provide quality and value for money.

In this respect Gloucester City Homes is committed to developing strong, successful and sustainable communities. We are contributing to this aim through our work in delivering the investment programme and also through our strong work in resident involvement, community pride and local employment opportunities.

We are also determined to maintain high levels of performance and continue to strive for excellence in everything we do.

Content and layout of the Plan:

We have undertaken a pragmatic review with the management team of our 8 key aims. As a result, we have adjusted some of our original objectives within our strategic aims to ensure our targets are achievable and relevant.

For 2011-2012 we have set a limit of no more than four improvement projects under each service area so that to we are able to target resources more effectively and maintain a clear focus on delivering our resident priorities.

The service improvement plans shown in **Appendix A** of the Delivery Plan below show clear objectives, supported by a project sponsor, and dedicated project manager who owns the project and takes responsibility for implementing the actions through a designated project team.

The service improvement plans have been grouped to follow the six TSA standards:

1. Tenant Involvement and empowerment
2. Home
3. Tenancy
4. Neighbourhood and Community
5. Value for Money
6. Governance and Financial Viability

Agreeing the Plan:

20 th January 2011	Group of lead residents develop their Business Plan
27 th January 2011	GCH management team reviewed and agreed their service projects to be included in this Delivery Plan
19 th February 2011	City Council receive draft Delivery Plan for consideration
2 nd March 2011	Board approve Delivery Plan subject to any amendments by Customer Forum
28 th March 2011	Customer Forum review and agree Delivery Plan
27 th April 2011	Project Plans presented to the Company's Services and Operations Committee for quarterly monitoring

Monitoring the Plan:

GCH's performance management framework provides:

- A clear focus on performance for all staff to achieve and sustain top quartile performance compared to other District Councils and ALMOs;
- Involvement of residents in the scrutiny of our performance and delivery
- Scrutiny by the City Council of our performance and delivery
- Assurance for the regulator

The performance monitoring of the plan will be undertaken as follows:

- Progress on the Service Improvement Plans is presented to, and scrutinised by, our Customer Forum on a quarterly basis in their scrutiny role
- Our Services and Operations Committee monitor the Service Improvement Plans and Actions Plans on a quarterly basis through a formal exception report based on a traffic light system of reporting risk.
- Feedback to Tenants and Residents Groups
- Progress on the Delivery Plan targets is presented to the Client Services Team at the City Council on a quarterly basis.
- Tenants are actively involved in the scrutiny and monitoring of standards through various mechanisms including tenant inspectors, mystery shopping, active block and street representatives and a specific performance group, as examples.

SECTION 9: DELIVERY PLAN TARGETS

GLOUCESTER CITY HOMES

DELIVERY PLAN TARGETS 2011 - 2012

STANDARD: TENANT INVOLVEMENT AND EMPOWERMENT

ACCESS AND CUSTOMER CARE

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Investigate and develop quarterly repairs statements outlining repairs ordered and cost of repairs.	Di Thomas Customer Services Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Targeted plan of action in order to inform customers of costs attached to response repairs they order. • Develop IT to be able to extract repair and cost information from systems to be able to send to customers. • Monitoring mechanisms in place to ensure that information is being used effectively.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Tailoring services to meet individual customer needs • Enable tenants to check repairs ordered and understand costs involved • Inform customers of service delivery 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Develop the customer service officers' role in leading Institute of Customer Services (ICS)	Di Thomas Customer Services Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> Develop Customer Service Officers' role to become coaches for ICS to promote and improve customer service excellence throughout GCH. Build a program for ICS awards.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Maintaining excellent services for our customers by continually challenging what we do on their behalf Provide value for money services through challenging and creating efficiencies as a result Providing services, which meet all of our customers needs 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop the telephony system to be able to measure telephone answering performance to all other lines outside of the Customer Services Team	Di Thomas Customer Services Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> To research bolt on systems to AVAYA in order to extend current telephony system to record and report on back office performance.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Provide value for money services through challenging and creating efficiencies as a result Providing services, which meet all of our customers needs 	

COMMUNICATIONS AND MARKETING

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Complete cost review and impact assessment of existing communication channels to ensure value for money.	Jenny Wyatt Head of Communications and Marketing	01-04-2011 30-06-2011	<ul style="list-style-type: none"> Review costs of printed materials, packing and postage Carry out printing tender exercise Complete impact assessment for all communication channels and implement findings
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Better value for money in delivery of communications 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Maximise the opportunities for electronic communication channels and promote and increase take up by residents.	Jenny Wyatt Head of Marketing and Communications	01-04-2011 30-12-2011	<ul style="list-style-type: none"> Promote the benefits of electronic communications to achieve value for money and reduce our impact on the environment Ensure that new electronic formats are explored and assessed. Monitor take up and evaluate impact on costs
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Better value for money in the delivery of communications Increased accessibility and choice for residents 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Deliver communications for Housing Futures project.	Jenny Wyatt Head of Marketing and Communications	01-04-2011 31-03-2012	<ul style="list-style-type: none"> Develop and deliver Communication Strategy for Housing Futures Project
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Clear information about the options available to enable them to make an informed choice 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
4	Send what's on guide to all actively involved tenants to advertise what they can be involved with to reduce the need for sending out individual letters; follow-up could be made by text or call	Jenny Wyatt Head of Marketing and Communications	01-04-2011 30-04-2011	<ul style="list-style-type: none"> Expand What's On distribution list to include all actively involved tenants
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Clear and regular information about GCH meetings and events to enable them to get involved Reduced paperwork and mailing costs 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
5	Improve publicity of our partners to provide clarity on which partner provides what services.	Jenny Wyatt Head of Marketing and Communications	01-04-2011 30-06-2011	<ul style="list-style-type: none"> • Include features in Tenant Times to promote partners and the services they provide • Partner adverts/sponsorship • Develop partner information on GCHTV
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Greater knowledge about the services partners provide

RESIDENT AND COMMUNITY INVOLVEMENT

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Develop a Citywide Junior Wardens Programme.	Lisa Howarth Head of Housing Services	01-04-2011 and ongoing.	<ul style="list-style-type: none"> • Development of promotional DVD in partnership with Gloucestershire Constabulary. • Work with our partners to identify key development stages for junior wardens. • Development of GCH junior warden's toolkit. • Development marketing and publicity. • Hold a launch event for schools and agencies.
Outcome for Tenants			<ul style="list-style-type: none"> • Increased interaction with young people • Support provided to enable potential to be achieved • Children taking ownership and pride in their local communities to achieve measurable benefits for everyone • Children develop an understanding of local issues such as road safety, the environment, anti-social behaviour • Development of further junior warden schemes 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Encourage young parents to be involved in the community through the development of Community Researchers.	Lisa Howarth Head of Housing Services	01-04-2011 31-07-2011	<ul style="list-style-type: none"> • Development of community researchers targeted to young parents • Carry out pilot scheme in Matson and Robinswood focussed on young parents group • Work with GCC, GL Communities and NHS to develop scheme Citywide • Work with resident groups and Neighbourhood Partnerships to raise awareness and understanding of the benefits of Community Researchers
Outcome for Tenants				<ul style="list-style-type: none"> • Enables young parents to give independent views to resident groups and service providers about a range of subjects that will ensure their views are taken into account • Increased ability to become involved with GCH and the wider community • This will assist us to meet young parent's needs in future service provision • Young people through training are able to become actively involved within their community • The perception of young people within areas of deprivation is improved

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	On-going development of local offers.	Lisa Howarth Head of Housing Services	01-04-2011 31-03-2012	<ul style="list-style-type: none"> On-going development on local offers through the local offers steering group and community consultation Development tenant scrutiny structure.
Outcome for Tenants			<ul style="list-style-type: none"> Local standards will be determined by the community for which GCH will be monitored against and will need to provide performance information against local standards will be determined that meet local needs The term local will be defined by the community 	

DIVERSITY AND EQUALITY

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Attain Excellence level of new Equality Framework	Emily Cambridge Head of Human Resources & Community Investment	31-03-2011 30-06-2011	<ul style="list-style-type: none"> • Implement action plan • Develop in house training programme to support
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • To ensure GCH becomes a champion of Diversity, delivering tailored services and ensuring equal access for all our customers 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Develop Orchard's customer information module	Emily Cambridge Head of Human Resources & Community Investment; Lesley Williams Head of IT and Business Support	30-06-2011	<ul style="list-style-type: none"> • Develop reporting tools
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Staff have easy access to up to date Customer information • Customer information is kept up to date • Services can be tailored and monitored to ensure equal access and non discrimination 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop standing within the Stonewall index	Emily Cambridge Head of Human Resources & Community Investment	01-06-2011	<ul style="list-style-type: none"> Develop and implement action plan following first stonewall survey
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> To be a champion of diversity. To ensure that we have the knowledge, training and effective procedures in place to support LGBT staff and customers.

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
4	Attract under-represented groups within GCH employees and board members	Emily Cambridge Head of Human Resources & Community Investment	01-05-2011 01-06-2011 01-06-2011	<ul style="list-style-type: none"> Research best practice Engage and consult with hard-to reach groups and identify potential barriers Carry out targeted recruitment campaigns
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> To be a champion of diversity. To be a customer driven provider of excellent service

STANDARD: HOME

PROPERTY SERVICES

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Review Aids and Adaptation Service to reduce average completion time, reduce average costs and increase customer satisfaction.	Michael Hill Head of Property Services	01-04-2011 31-07-2011	<ul style="list-style-type: none"> • Review service with customers and stakeholders • Establish project team to implement improvements in service. • Achieve a reduction in average completion time to 100 days; a 5% reduction in average costs and a 95% customer satisfaction rate.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Adaptations completed at least as quickly as the top quartile performance • Reduction in average costs of adaptations by 5% to boost the number of adaptations completed for the same money • Continually improving customer satisfaction 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Augment the current quality performance management KPI suite via the addition of cost KPIs including average cost per void, cost per repair, level of variations, out-turn cost per (kitchen, bathroom etc) post inspection quality report and variations report including continuous improvement targets.	Lynne Phillips Performance and Quality Assurance Manager; Michael Hill Head of Property Services	01-04-2011 30-06-2012	<ul style="list-style-type: none"> • Develop additional cost performance indicators to assist in achieving VFM improvements. To be implemented from 1st April 2011. • Indicators to include: <ul style="list-style-type: none"> ○ The costs of trade employees per repair ○ The supervisor cost per repair ○ Productivity per trade staff ○ Costs of supply chain ○ Average repair cost ○ Average void cost • Set and begin monitoring targets for the new cost performance indicators. To be implemented from 1st April 2011 • Review current reports and agree updated suite of reports, their frequency and their recipients. • Develop and implement a dash board report summarising key quality, satisfaction and cost performance indicators to ensure the repairs team deliver VFM.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • A consistently excellent, value for money repair service

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop closer partnership working with Lovell to reduce costs, improve efficiencies and improve satisfaction	Michael Hill Head of Property Services	01-07-2011 and ongoing	<ul style="list-style-type: none"> • Review: <ul style="list-style-type: none"> ○ Repair and void average costs ○ Productivity ○ Jobs completed 'Right first Time' ○ Appointments made and kept ○ Customer satisfaction ○ Return to jobs under guarantee (Call backs)
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • A consistently excellent, value for money repair service 	

ENVIRONMENTAL STRATEGY

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Improve the: <ul style="list-style-type: none"> • Water Efficiency • Energy Efficiency • Affordable Warmth of our properties 	Michael Hill Head of Property Services Sarah Crawford Repairs Support Team Co-ordinator	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Prioritise heating and insulation programmes for low energy efficient homes by reviewing the SAP ratings of our properties • Develop and implement an action plan for properties with an EPC rating of D or below • Ensure double glazing is installed where replacement windows are required under the DH standard • Investigate & assess renewable energy technologies and maximise grant income opportunities for installation • Develop a partnership with Severn Trent water to promote water conservation and waste water management to staff, stakeholders and residents • Promote energy efficiency to staff, stakeholders and residents via our Website, GCH TV and resident publications. • Develop, implement and review 'storage heaters' sub project.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • To achieve good energy performance in all of our managed stock • Reduced energy bills and fuel poverty for our customers • More efficient use of energy and water resources 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Ensure our travel arrangements minimise carbon emissions	Michael Hill Head of Property Services; Sarah Crawford Repairs Support Team Co-ordinator; Carole May VFM & Procurement Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Review current policies to ensure that improvement programmes maximise opportunities to reduce carbon emissions • Work with our strategic partners to reduce fleet vehicle emissions and improve fleet vehicle fuel consumption • Review the Procurement Strategy and seek to procure goods and services from local suppliers • Develop and implement a green travel plan, linked to reducing carbon emissions for travelling to and from GCH, and reduce carbon emissions from our partners
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Deliver Environmental Improvements which will ensure sustainable communities and protect the environment

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Promote the use of recycled materials and waste minimisation to staff, contractors and stakeholders	Sarah Crawford Repairs Support Team Co-ordinator	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Review and develop current strategy for recycling medical adaptations • Review and develop (where required) partners and contractors environmental, waste disposal and recycling aims • Continue to promote energy and environmental awareness among local schools and youth groups. • Develop a strategic partnership with Vision 21 to support our Environmental aims.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Raise awareness among staff and residents of the opportunities to reduce waste and increase recycling • Work towards an overall reduction in the cost associated with disposal of fly tipping and bulk waste

STANDARD: TENANCY

INCOME MANAGEMENT AND FINANCIAL INCLUSION

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Implement the recommendations from the Audit Commission Inspection relating to the Income Management service	Sam Chambers Income Manager.	01-04-2011 30-06-2011	<ul style="list-style-type: none"> • Explore whether legal work would be more cost effective outsourced • GCH is experiencing delays in court proceedings from Gloucester County Court • GCC legal team is not currently using PCOL • Develop formal service standards for GCC welfare rights team • Develop a rent statement that provides customers with greater information about their accounts.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Continued improvement and development with the service received • Provide value for money services through challenging and creating efficiencies as a result 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Develop and promote our Financial Inclusion activities	Sam Chambers Income Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Continue to support and develop credit union services across the County • Deliver publicity and campaigns to raise awareness of financial inclusion • Work to develop measures and benchmarking of financial inclusion activity in partnership with other landlords • Explore external funding opportunities to expand activities • Promote sustainable and affordable lending • Expand financial capability training and awareness for customers
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Maximise incomes for our customers • Maintaining excellent services for our customers by continually challenging what we do on their behalf • Develop a holistic approach to income management

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Review and implement the changes in benefit and housing legislation	Sam Chambers Income Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Consider enhancing the existing welfare benefit advice services through partnerships. • Explore funding for additional services to compensate for the loss of income through changes in benefit entitlements • Work with local landlords to enhance service provision and seek efficiencies • Understand and make provision for the changes to benefit legislation. • Develop in-house resources to address the challenges in the benefit reform • Develop an action plan to address the changes in social housing tenure and rent collection
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Improve access to welfare benefits and debt advice • Maximise incomes for our customers • Provide tailored services to meet individual customer needs 	

LEASEHOLD AND HOME OWNERSHIP

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Explore alternative income generation channels from Leaseholders	Jayne Hartland Leasehold and Home Ownership Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • April 2011: Identify areas where GCH could offer further services to Leaseholders • June 2011: Review methods to promote/ advertise services • September 2011: Implement promotion of extended services to Leaseholders.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Leaseholders and Shared Owners have access to a full range of services provided by an established trustworthy contractor • Ensure VFM for Leaseholders 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Research and explore opportunities to manage Leasehold properties on behalf of the lessees	Jayne Hartland Leasehold and Home Ownership Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • April 2011: Consult with Leaseholders who rent out their properties • July 2011: Review responses and research options for extending service to other Landlords/ leaseholders • August 2011: Review value of setting up private rental scheme.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Provides leaseholders with the opportunity to have their property managed professionally by an experienced and trustworthy company • Further income stream for GCH, which could present excellent VFM for lessees 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Implement recommendations from the Audit Commission inspection relating to leasehold management	Jayne Hartland Leasehold and Home Ownership Manager	01-04-2011 30-06-2011	<ul style="list-style-type: none"> • Enable service charge accounts to be viewed online. • Ensure that leaseholders are charged for the service they receive • April 2011: Evaluate the service received by Leaseholders and research all costs involved. • May 2011: Promote the excellent level of service provided to Leaseholders and how this is achieved by GCH • July 2011: Audit all costs to be included in Service Charge invoices for 2010-2011
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • To ensure Leaseholders receive VFM from their service charges • To ensure Leaseholders are aware of the VFM the service charges provide

TENANCY MANAGEMENT

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Develop flexible tenancies (pending the outcome of consultation paper – a fairer future for social housing)	Becky Hayward Neighbourhood Services Manager	01-09-2011 This is a significant project and timeframes are entirely dependent on the previous stage outcomes	<ul style="list-style-type: none"> • Joint determination with GCC on the feasibility of introducing flexible tenancies. • Cost / benefit analysis of overall proposals and specific options for GCC / GCH • Best practice research • Analysis of demographic of existing recent tenants to gauge impact if proposals had been implemented previously • Consultation with current and future stakeholders • Long term implementation (if required) including resource implications and future proofing the process
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Making the best use of our stock • Flexible tenancies will be implemented to meet local needs 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Develop a new Tenancy Agreement	Becky Hayward Neighbourhood Services Manager	Completion 30-04-2011	<ul style="list-style-type: none"> • New draft of Tenancy Agreement to be written and consulted upon. • Gain examples of best practice from other housing organisations • Establish focus group to consider the best practice examples • Draft initial 'new' GCH agreement • Undertake in-house (staff) review of draft • Undertake focus group review of draft • Present draft to Customer Forum for comments and amendments • Present draft to Services and Operations Committee • Seek approval for draft from GCC Legal Dept • Seek approval from GCC for agreement of draft • Revise draft • Publicise in Tenants Times and on Web site, etc. • Review draft agreement at tenant/resident group meetings • Send revised draft to all tenants

			<ul style="list-style-type: none"> • Receive comments from tenants • Focus group to consider comments & amendments. • In-house review of amended draft • Present final draft to Customer Forum for comments and amendments • Present draft final to Services and Operations Committee • Seek approval for final draft from GCC Legal Dept • Seek approval from GCC for agreement of final draft • Agree list of “tenants” who will not receive the new agreement. • Agree dissemination programme • Agree how to deal with non-returned agreements • Publicise in Tenants Times, website, etc • Send new agreements to all tenants. • Chase non returned agreements
<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>			<ul style="list-style-type: none"> • Clear information about GCH for customers in a user friendly format • Clear points of access to all services

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop tenancy fraud initiatives.	Becky Hayward Neighbourhood Services Manager	01-04-2011 01-01- 2012	<ul style="list-style-type: none"> • Each Housing Officer is to cold call 10% of each of their patches in order to identify support needs and areas of fraudulent behaviour • Increased partnership working with GCC (Phillip Wright) • Comprehensive training to be received by Housing Officers and other front line staff members on how to identify fraud • Promotion of fraud and citywide awareness sessions to be held • Audit of cross referenced data to identify high risk tenancies
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Providing services, which meet all of our customers' needs • Value for Money 	

STANDARD: NEIGHBOURHOOD AND COMMUNITY

SUPPORTED HOUSING

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Explore the opportunity to develop the provision of further Homeless Projects and homeless provision within Gloucester City	Di Wilks Supported Housing Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Explore any possible opportunities to expand homeless projects through additional premises as and when they become available • Provide additional resources to assist the homeless team achieve their individual targets
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Expand the availability of accommodation for homeless people and families • Provide safe and secure accommodation which meets their needs. 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Carry out remodelling of the Supporting People-funded services, in line with changing funding availability	Di Wilks Supported Housing Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> Return an element of Supported Housing staff costs to Housing benefit to cover Care taking duties performed by the team Join Semi & Sheltered schemes together to streamline service delivery providing better use of resources Expand hub project to all sheltered schemes
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Continued service provision at a high standard Access and Customer care for service users 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop a local offer to sheltered scheme residents	Di Wilks Supported Housing Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> Work with the SAG group to identify a range of service standards to form the local offer
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Customer driven service 	

ANTI-SOCIAL BEHAVIOUR

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Establish a scheme in partnership with GCC and the Police for private landlords to tackle anti-social behaviour effectively within their own properties.	Victoria King-Lowe Tenancy Services Manager	01-03-2011 31-08-2011	<ul style="list-style-type: none"> • Research other authorities to see what landlord schemes are being carried out and whether they can be adopted in Gloucester. • Carry out a consultation with private landlords in the City to maximise the success of the scheme and assess what works. • Develop information packs to provide landlords with advice and guidance for managing anti-social behaviour in their properties. • In partnership with Gloucester City Council and Gloucester Police carry out training for landlords on effective project management. • Develop a schedule of rates for enforcement actions Project Solace undertake on behalf of private landlords.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Improve city wide anti-social behaviour services and community development

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Further develop anti-social behaviour services by creating a consultancy element for other housing providers to access for case management and training needs.	Victoria King-Lowe Tenancy Services Manager	01-04-2011 and continuous review	<ul style="list-style-type: none"> • Research current need for consultancy anti-social behaviour services and potential market. • Work in partnership with multi-agency partners to develop a consultancy programme and training packages to deliver. • Create communications and promotional material to support the service. • Develop a schedule of rates for services with agreement from EMT.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Additional resources to re-invest in services 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Work with multi-agency partners to deliver prevention and early intervention projects based on educating young people and challenging poor behaviour at an early opportunity.	Victoria King-Lowe Tenancy Services Manager	01-06-2011 29-02-2012	<ul style="list-style-type: none"> • Develop partnership working with the Safer Schools Partnership and the Safer Communities Policing Teams to role out a City wide programme for schools based on this years successful project. • Set up an anti-social behaviour youth steering group to work in partnership with the residents steering group to ensure young people's views are in-cooperated into shaping the anti-social behaviour service. • Seek new ways to engage with young people to challenge poor behaviour early to prevent escalation. • Create closer links with the youth service and other young people's services to develop referral processes and effective joint initiatives for young people.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Reduced anti-social behaviour and improved communities

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
4	Work with Gloucester City Council Environmental Health to enable the ASB Team, Neighbourhood Services and Estate Services Team to issue fixed penalty notices for low level anti-social behaviour and estate issues.	Victoria King-Lowe Tenancy Services Manager	01-09-2011 30-11-2011	<ul style="list-style-type: none"> • Work with the Environmental Health Team to get delegated authority for GCH to issue fix penalties. • Organise training for GCH Teams to enable them to issue the appropriate notices via Gloucester City Council. • Write a guidance and procedural note for staff using the notices to ensure they are issued correctly. • Set up monitoring arrangements to check quality and appropriateness of the tool.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Improved services for customers and effective resolution of low-level ASB issues and estate management

ALL OF US TOGETHER

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Develop a Community Mentoring scheme	Emily Cambridge Head of Human Resources & Community Investment	30-06-2011 and ongoing 31-05-2011 and ongoing	<ul style="list-style-type: none"> Develop self managing/financing community mentoring scheme. Develop pilot training course and extend to include targeted programme including young people and single parents
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Provide tenants and residents with access and support into training and employment. Supporting the development of successful communities 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Develop the GCH SHINE academy	Emily Cambridge Head of Human Resources & Community Investment	30-06-2011 and ongoing	<ul style="list-style-type: none"> Identify funding streams to further support the SHINE academy
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Providing opportunities for learning linked to community support, and employment for tenants and residents – helping to build successful communities 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop a 'Back to Work' tool kit	Anita Pope Director of Housing & Organisational Development	30-06-2011 31-07-2011	<ul style="list-style-type: none"> • Develop e learning module and support pack • Develop podcasts for use on GCH website
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Providing ongoing advice and support 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
4	Develop traineeship and placement opportunities within GCH and our partners	Emily Cambridge Head of Human Resources & Community Investment	30-04-2011 and ongoing	<ul style="list-style-type: none"> • Re launch the 54U scheme • Identify funding opportunities for further traineeship opportunities
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Opportunities for learning linked to community support and employment 	

STANDARD: VALUE FOR MONEY

VALUE FOR MONEY

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Carry out a Best Value Reviews of office accommodation [a new project will be required to implement a move if new accommodation is approved by the Board]	Carole May Value for Money and Procurement Manager	01-01-2011 01-06-2011	<ul style="list-style-type: none"> • Devise project plans for each review • Create project teams for each review • Project Board will be EMT • Carry out the reviews • Report and recommendations from each review • Gain board approval of recommendations • Implement recommendations
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • All tenants have access to cost effective services according to their diverse needs which provides the best possible value for money for the rent they pay • Improved quality of service • Higher levels of satisfaction • Continuous improvement of services • Provide value for money services through challenging and creating efficiencies as a result 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Carry out a Best Value Reviews of the Sheltered Schemes service including Life Link	Carole May Value for Money and Procurement Manager	01-04-2011 30-06-2011	<ul style="list-style-type: none"> • Devise project plans for each review • Create project teams for each review • Project Board will be EMT • Carry out the reviews • Report and recommendations from each review • Gain board approval of recommendations • Implement recommendations
<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>				<ul style="list-style-type: none"> • All tenants have access to cost effective services according to their diverse needs which provides the best possible value for money for the rent they pay • Improved quality of service • Higher levels of satisfaction • Continuous improvement of service • Provide value for money services through challenging and creating efficiencies as a result

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Carry out a Best Value Reviews of ICT	Carole May Value for Money and Procurement Manager	01-07-2011 31-10-2011	<ul style="list-style-type: none"> • Devise project plans for each review • Create project teams for each review • Project Board will be EMT • Carry out the reviews • Report and recommendations from each review • Gain board approval of recommendations • Implement recommendations
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • All tenants have access to cost effective services according to their diverse needs which provides the best possible value for money for the rent they pay • Improved quality of service • Higher levels of satisfaction • Continuous improvement of services • Provide value for money services through challenging and creating efficiencies as a result 	

STANDARD: GOVERNANCE AND FINANCIAL VIABILITY

GOVERNANCE AND RISK MANAGEMENT

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Develop potential Board members among currently under represented groups.	Paul Masters Head of Governance & Policy	01-04-2011 01-10-2012	<ul style="list-style-type: none"> • Research best practice • Engage and consult with hard-to reach groups • Carry out targeted recruitment campaigns in community centres and venues and at community events • Develop a community leadership mentoring scheme for BME residents • Working in partnership with Adult Education and World Jungle • Continue to build capacity and confidence amongst our customers to enable them to take up Board positions through our SHINE Academy • Ensure that the views of young people, disabled and BME tenants and residents are heard and taken account of by the Board, via feedback from diversity focus groups, effective engagement with young people and participation in community activities and events

<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>	<ul style="list-style-type: none"> • A well governed company that protects the tenants' interests • Strengthen and enhance the governance arrangements to deliver the continuous service improvements • Provide strategic direction to develop the business to deliver future investment programmes. Remodelling and regeneration
---	--

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Maintain effective Governance Arrangements, Risk Management and Business Continuity Planning	Paul Masters Head of Governance & Policy	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Research best practice • Develop benchmarking with other ALMOs • Implement outcomes of Governance review • Incorporate resident scrutiny arrangements into governance structure
<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>			<ul style="list-style-type: none"> • A well governed company that protects the tenants' interests • Strengthen and enhance the governance arrangements to deliver the continuous service improvements • Provide strategic direction to develop the business to deliver future investment programmes. Remodelling and regeneration 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Develop the skills and capacity to lead effectively and meet the changing needs of the organisation and the requirements of the regulator	Paul Masters Head of Governance & Policy	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Research best practice • Review Board Appraisal process • Deliver value for money Board training and development programme
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • A well governed company that protects the tenants' interests • Strengthen and enhance the governance arrangements to deliver the continuous service improvements • Provide strategic direction to develop the business to deliver future investment programmes. Remodelling and regeneration 	

ICT AND BUSINESS SUPPORT

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Procure and commence implementation of an Electronic Document Management System	Lesley Williams Head of IT and Business Support	01-06-2011 31-03-2012 (implementation will continue in 2012-2013)	<ul style="list-style-type: none"> • Improve efficiency through the implementation of an electronic document management system to store, organise, retrieve and process documents. <ul style="list-style-type: none"> ○ Approve business case (EMT and/or Board) ○ Produce detailed specification of requirements ○ Agree selection criteria and scoring ○ Invite 'Invitations to tender' ○ Evaluate responses and shortlist suppliers ○ Supplier presentations, site visits and reality checks ○ Select preferred supplier ○ Award contract in accordance with GCH procurement policy ○ Agree implementation project plan and timetable with supplier ○ Commence implementation ○ Review and reorganise all GCH documents and folders ○ Configure EDMS 'model office' and test ○ Accept 'model office' ○ Configure live system, test and go live in 2012-2013

Outcome for Tenants include:

(Access & Customer Care, Diversity and VFM)

- Maximise return on investment and efficiency through the implementation of effective ICT systems that streamline processes
- Service delivery improved and weakness eliminated through effective use of technology and efficient use of resources
- Customers accessing our services are dealt with efficiently and effectively; staff are able to deliver the right service at the right time
- Services are underpinned by highly effective ICT systems that respond to the changing needs and priorities of customers and the business

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Develop Performance Management dashboards and improve business intelligence through effective use of Business Objects reporting tools and the intranet	Lesley Williams Head of IT and Business Support; Lynne Phillips Performance and Quality Assurance Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Upgrade Business Objects to Edge Series R3 • Train ICT staff in advanced features of Business Objects including Excelsius dashboards • Agree project plan and timetable for development of performance dashboards • Specify dashboard requirements • Phased development and testing of reports, data extracts and dashboard visualisation • Test • Parallel run dashboards alongside monthly EMT and Board performance reports • Review and refine dashboards in response to feedback • Roll out dashboards to managers
<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>				<ul style="list-style-type: none"> • Service delivery is improved and weakness eliminated through effective use of technology and efficient use of resources • Services are underpinned by improved business intelligence that informs and enables GCH to respond to the changing needs of customers and the business • Maximise return on investment and efficiency through effective use of ICT systems to inform and enhance business intelligence, improve internal communication and streamline processes

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	ICT skills development	Lesley Williams Head of IT and Business Support	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Work with the Human Resources Manager to develop and implement an ICT training strategy to ensure all staff are able to use ICT systems and applications confidently and effectively. • Carry out a training needs analysis and base-line current ICT skills • Evaluate ICT training and accreditation options including e-learning and ECDL • Develop in-house training expertise • Develop a strategic model for ICT training • Deliver a programme of core skills and system specific ICT training, tailored to the personal development needs of individual users • Measure improvement in baseline skills • Re-establish and promote the role of Super Users, based on the demonstration of acquired skills, to deliver system specific ICT training and support to end users.

<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>	<ul style="list-style-type: none"> • Service delivery is improved and weakness eliminated through effective use of technology and efficient use of resources • Better quality of service provided by well-trained and motivated staff • Customers accessing our services are dealt with efficiently and effectively; staff are able to deliver the right service at the right time • VFM achieved through improved retention and development of staff
---	---

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
4	Planned investment in systems and new server hardware to maintain the viability and performance of core business systems	Lesley Williams Head of IT and Business Support	01-04-2011 30-09-2011 01-04-2011 31-10-2011 01-10-2011 31-03-2012	<p><i>All tasks are subject to 2011-2012 growth bids</i></p> <ul style="list-style-type: none"> • Upgrade arcHouse to Orchard Housing • Upgrade the arcHouse self service portal (My GCH) and extend services (if possible to include leaseholder service charge accounts) • Expansion of the Avaya telephone system to all GCH staff, in accordance with ICT Strategy
<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>			<ul style="list-style-type: none"> • Services are underpinned by highly effective ICT systems • Service delivery improved and weakness eliminated through effective use of technology and efficient use of resources 	

PERFORMANCE MANAGEMENT

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Service Standards – develop comprehensive and complete monitoring of all service standards including Local Offers	Lynne Phillips Performance & Quality Assurance Manager	01-04-2011 31-03-2012	<ul style="list-style-type: none"> • Integrate 5 Local offers into current service standards matrix • Review and amend current matrix to include outcomes from Focus Groups and customer feedback. • Review current matrix to delete obsolete standards • Apply targets and monitoring metrics for each standard • Collate and validate quarterly statistics • Publish a monitoring report quarterly to Scrutiny Panel and Customer Forum
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> • Improved quality of service • Higher levels of satisfaction • Continuous improvement of services • Local standards will be determined by the community for which GCH will be monitored against and will need to provide performance information against • Local standards will be determined that meet local needs 	

HUMAN RESOURCES

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	Organisational Development	Emily Cambridge Head of Human Resources & Community Investment	30-06-2011 and ongoing	<ul style="list-style-type: none"> • Develop in house training expertise • Develop in house training programmes • Develop Green Board and E-learning packages
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Higher quality of service provided by well-trained and motivated staff • Value for Money • Provision of effective services • Reduced turnover of staff • Attraction of high calibre staff

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
2	Performance and talent management	Emily Cambridge Head of Human Resources & Community Investment	30-05-2011 31-07-2011	<ul style="list-style-type: none"> • Develop talent management strategy • Develop/implement in house management/staff mentoring programme.
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)				<ul style="list-style-type: none"> • Improved retention and development of staff leading to Improved service provision and Value For Money

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
3	Human Resources systems review	Emily Cambridge Head of Human Resources & Community Investment	30-09-11 31-12-11	<ul style="list-style-type: none"> Develop & implement Human Resources case management system Develop and implement maternity database
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Value For Money Clear procedures resulting in improved service performance 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
4	Organisational Health	Emily Cambridge Head of Human Resources & Community Investment	01-07-11 and ongoing	<ul style="list-style-type: none"> Review OH provision to achieve cost reduction and increased benefits Review employee support line provision
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Improved provision of services linked to increased staff retention, reduced absence, improved organisational health 	

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
5	Health and Safety	Emily Cambridge Head of Human Resources & Community Investment	31-06-11 and ongoing	<ul style="list-style-type: none"> Review of Risk assessment process Development of H&S Forum members role
Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)			<ul style="list-style-type: none"> Improved provision of services linked to, reduced accident and resulting absence, improved organisational health 	

FINANCIAL MANAGEMENT

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	<p>Draw up specification for new Financial Management system and prepare Tender documentation</p> <p>Produce Invitation to Tender, receive and evaluated tenders and select preferred supplier.</p> <p>Commence system implementation, test and complete in due time.</p>	<p>Karen Taylor Head of Financial Services;</p> <p>Lesley Williams Head of IT and Business Support</p>	<p>17-01-2011 31-10-2011</p>	<ul style="list-style-type: none"> • Produce specification of requirements. • Prepare high level project plan • Evaluate the criteria by which the tenders will be assessed. • Publish 'Invitations to Tender' (or expressions of interest) • Open tenders. Evaluate, produce shortlist of potential suppliers • Invite tenderers to visit and assess product suitability (minimum 3) • Select preferred supplier on basis of agreed criteria • Confirm acceptance of tender and award contract in accordance with GCH procurement policy • Email following Board approval for successful tender • Assess processes and resources required for implementation and sufficient parallel running to ensure full testing of the system. • Implement new system to achieve balance with on-going financial processes
<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>			<ul style="list-style-type: none"> • Eliminate weakness in service delivery through effective use of technology and more efficient use of resources 	

FUTURE OPTIONS

Ref	Project Activity	Lead Officer and Job Title	Start and End Date	Task and Actions to achieve the Project
1	<p>To determine a clear strategy for investment in the Council's housing stock and to regenerate its housing estates.</p> <p>To identify a preferred option model through which this will be delivered</p> <p>To clarify the role that GCH will play in this and how this will be achieved.</p>	Ashley Green Chief Executive, Gloucester City Homes	01-11-2010 01-06-2011	<ul style="list-style-type: none"> • Carry out information gathering and research concerning our investment needs for the next thirty years in relation to our existing stock and meeting future housing need; • In parallel, explore the likely demands for five, ten and fifteen year periods (or such other periods as our professional advisers may recommend); • Model what the funding gap is, and the best model to bridge it; • Review the models to identify their respective 'pros and cons' to remove any 'non-starters'; • Analyse the outcomes from the HRA review to decide what action to take; • Carry out stakeholder mapping and work out an effective stakeholder strategy; • Procure experts to support us; • Identify the costs of the remaining options (having removed the 'non-starters'); • Develop a timetable and list of responsibilities; • Issue a simple, and carefully worded note to confirm the process has started; • Settle the agreed priorities for the above.

<p>Outcome for Tenants include: (Access & Customer Care, Diversity and VFM)</p>	<ul style="list-style-type: none">• Identification of priorities for estate regeneration• Agreement to the future model for provision• Decision in respect of stock ownership model• Clarity of the long term future for GCH• Identification of other partners for delivery• Identification of approach to financing the strategy• Community consultation plan
---	--