

**INSPECTION OF ANGUS COUNCIL'S LANDLORD AND
HOMELESSNESS FUNCTIONS**

IMPROVEMENT PLAN

TABLE OF CONTENTS

TABLE OF CONTENTS.....	2
INTRODUCTION	4
How the improvement plan was devised	4
Our Priorities.....	4
How we involved our tenants.....	5
What we will do when Communities Scotland approve this plan	5
KEY THEMES INFLUENCING PERFORMANCE	6
Participation and Responsiveness.....	6
Accountability to Service Users.....	7
Equalities and Diversity	8
Planning and Performance Management	9
Managing its Resources	11
HOUSING MANAGEMENT	13
Access to Houses	13
Tenancy Sign-ups.....	15
Rent Setting	16
Rent Arrears	16
Anti-social Behaviour	17
Estate Management	19
Policies and Procedures.....	19
Performance Management.....	20
PROPERTY MANAGEMENT	21
Responsive Repairs – Accessing the Service	21
Variations	21
Rechargeable Repairs	22
Lifetime Maintenance.....	22
Involving tenants in Planned Maintenance	23
Quality of Maintenance.....	23
Disabled Adaptations	24
Monitoring Performance	25
HOMELESSNESS	25
Access.....	25
Information and Advice.....	25
Prevention.....	26

Assessment	27
Appeals	28
Planning – the Homeless Strategy.....	29
Temporary Accommodation Strategy.....	29
Performance Management.....	29
SERVICES FOR OWNERS.....	31
House Sales	31
Factoring	32
Managing the Service	33
SERVICES FOR GYPSIES/TRAVELLERS.....	34
Site for Gypsies and Travellers	34
Managing the Service	35

INTRODUCTION

We have prepared this improvement plan to respond to the recommendations made by Communities Scotland in their Inspection Report of our landlord and homelessness functions.

How the improvement plan was devised

We considered improvement planning guidance provided by Communities Scotland. The guidance was clear - we were **not** to send detailed operational plans to respond to the inspection report. We developed a broad outline covering –

- how we can address each recommendation
- what we expect to achieve from each action
- a responsible officer or working group to meet our objective
- a target date to meet that objective
- what resources we need to achieve these actions
- a priority rating for each action.

Our improvement plan cuts across many different council departments. We asked officers throughout the Council to comment on our first draft. These comments were fed in to this plan.

Our Priorities

We do not have the resources to address all the recommendations at once. For some recommendations, we need extra resources to help us to fully address the recommendations made and in some areas, we need long-term plans and investment to deliver improvements to services. Nevertheless, we plan to address each recommendation within a three-year period.

Priority level	When we will begin to take action to meet our objectives
1	During this financial year (2004-2005)
2	During the financial year 2005-2006
3	During the financial year 2006-2007

We selected priority one actions by considering –

- the health and safety of our tenants
- where Communities Scotland feel we do not fully meet our legal duties
- the impact of each recommendation on achieving good outcomes for our customers

How we involved our tenants

From the beginning, we were keen to ensure that tenants were not only consulted about the inspection of our services and how we plan to improve those services but were actively involved in focusing the improvement plan itself.

Information on the results of the inspection and the improvement planning process was provided at our tenant conference and in our quarterly housing newsletter. We asked tenants to help us with our improvement plan by forming a focus group. A group of tenants met with our Quality Assurance and Compliance Officers on three occasions to -

- identify broad areas of concern with our services
- tell us what priority they attach to each of the improvement actions so we could focus our attention on the areas of most concern to our tenants first
- outline how we had changed our improvement plan considering the views of the focus group

We will continue to provide information to tenants and our customers on how we are progressing with the improvement plan. We will continue to actively involve our tenants and customers as we prepare our detailed operational plans for improvement and focus on delivering our operational plans.

What we will do when Communities Scotland approve this plan

This document outlines our broad proposals for improving our housing and homelessness services over the current and the following two financial years. When Communities Scotland agree this plan, we will translate this broad outline to a series of detailed and SMART (Specific; Measurable; Achievable; Relevant; Timed) operational plans based on the identified officer or working group identified as having responsibility for each improvement action. Progress towards meeting the objectives of this outline and each operational plan will be overseen by the Director of Housing and the Quality Assurance and Compliance Officers. We will publish an annual report in June of each of the next three financial years (from June 2005) detailing our progress in carrying out the improvement plan.

Recommendations contained within the Draft Pathfinder Inspection Report from Communities Scotland

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
KEY THEMES INFLUENCING PERFORMANCE							
Participation and Responsiveness							
1	The Council should agree an action plan including SMART (<i>Specific; Measurable; Achievable; Relevant; Timed</i>) targets and milestones for the implementation of its Tenant Participation Strategy as an early priority.	Develop Action Plan for the implementation of the Tenant Participation Strategy in consultation with stakeholders that outlines: <ul style="list-style-type: none"> • priorities • key success measures • SMART targets 	Publication of a SMART action plan for the tenant Participation Strategy	Tenant and Community Participation Officer	October 2004	Resources already identified from Tenant Participation budget	1
2	The Council should review its service review and policy development guidance to provide staff with clear guidance on the implications of the statutory requirements relating to tenant consultation.	Review service review and policy development guidance and update guidance	Staff undertaking service reviews and policy development will understand how and when tenants must be consulted and involved	Tenant and Community Participation Officer with assistance from the Policy and Performance Unit	December 2004	Resources already identified from Tenant Participation budget	1
3	The Council should plan its future tenant consultation work to ensure that it reduces the risk of overburdening tenants groups and activists and focuses on the issues tenants and residents wish to discuss.	Produce a Service User Consultation Framework detailing – <ul style="list-style-type: none"> • methods for consultation • priority areas for consultation as determined by tenants • planned consultation programme 	Consultation with tenants will be programmed so both staff and tenants know when and how consultation will be undertaken and focussed on issues of importance to tenants	Tenant and Community Participation Officer	December 2004	Resources already identified from Tenant Participation budget	1
4	The Council should ensure that all relevant complaints are	Review and amend the departmental complaints procedure	Customers can access the complaints procedure in a more effective way.	Quality Assurance and Compliance Officers within existing framework of	March 2005	Training of staff, elected members. Awareness-raising for	1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	recorded, monitored, reported and reviewed consistently. Information from the monitoring of complaints should be used to inform service improvements.	Ensure that customers know what action to take if they remain dissatisfied with the outcome of their complaint under the Councils complaints procedure	Improved and consistent recording, monitoring & reporting systems for complaints data. Service development and improvements are aided by the analysis of complaints and outcomes	customer care reviews		customers and other stakeholders. Publicity. Additional staff in Quality Assurance framework – this will be taken into account in the development of any future budget bids	
5	The Council should ensure that the “Housefacts” leaflets are available in locations where service users may look for information about the housing service.	Review Housing Information and Advice Strategy to ensure the strategy fully considers how information is: <ul style="list-style-type: none"> • accessed • reviewed • formatted • disseminated 	Information and Advice is up to date, easily accessible and available in formats appropriate to the needs of the service user	Housing Information and Advice Implementation Group (Chair: Homelessness Strategy Co-ordinator)	October 2005	Purchasing, installation and maintenance of appropriate display equipment. Staff time in checking all locations	2
6	The Council should ensure that its published information (Housefacts, HOG (Housing Options Guide) and A-Z of Services) is reviewed and updated regularly.	Review Housing Information and Advice Strategy to ensure the strategy fully considers how information is: <ul style="list-style-type: none"> • accessed • reviewed • formatted • disseminated 	Information and Advice is up to date, easily accessible and available in formats appropriate to the needs of the service user Launch the Housing Options and Support Guide	Housing Information and Advice Implementation Group (Chair: Homelessness Strategy Co-ordinator) Research and Development Officer	October 2005 September 2004	May be met from existing resources but review may indicate additional staffing requirement	2 1
Accountability to Service Users							
7	The Council should publish a comprehensive set of performance figures to ensure that it presents	Develop a Housing Performance Management Framework (HPMF). This will link to:	A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	June 2005	£75,000 – additional staffing and resources - this will be taken into account in the development of any	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	a full picture to service users and other stakeholders.	<ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	<p>management and operational delivery of housing services</p> <p>Performance information on the range of housing services provided distributed to tenants and service users.</p>			future budget bids	
Equalities and Diversity							
8	The Council should review all its work in respect of compliance with the Race Relations (Amendment) Act 2000 and ensure that its assessments of functions comply with the Commission for Racial Equality's statutory guidance. It should give further consideration to	<p>Review work in respect of compliance with the Race Relations (Amendment) Act 2000.</p> <p>Identify areas where external support and verification are required and organisations capable of providing this support and external verification</p> <p>Employ consultants to</p>	Compliance with Race Relations (Amendment) Act 2000	Director of Housing and Personnel Services Manager (Chief Executive's Department)	June 2005	Additional funding to employ consultants and agency providing specific support and external verification	1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	entering into a service level agreement with an appropriate external organisation to provide specialist support and external verification of its approach to meeting its duties in respect of race equality.	‘health check’ reviews of policies and functions					
9	The Council should reinforce the impact of recent training by issuing clear guidance on the importance of properly reporting and responding to racially motivated incidents.	Issue detailed guidance on reporting and responding to racial harassment	All staff take quick and effective action in response to complaints of racially motivated harassment and abuse	Racial Incidents Multi Agency Panel steering group (Chair: Chief Inspector, Tayside Police) Personnel Services Manager	December 2004	Costs to be contained within existing budgets	1
10	The Council should ensure that it has good information on the housing and support needs of all equalities groups. It should develop a more sophisticated approach to diversity and mainstream this within service development and delivery.	Employ consultants to: <ul style="list-style-type: none"> • ‘health check’ policies and functions • recommend how diversity can be delivered across services • prepare profiles on the housing and support needs of all equalities groups 	The housing and support needs of all equalities groups help to inform service development and delivery	Director of Housing	March 2005	Consultancy Costs	1
Planning and Performance Management							
11	The Council should involve relevant staff and tenants and other stakeholders in developing its service plan and ensure that all its objectives and targets comply with SMART principles.	Develop a Housing Performance Management Framework (HPMF). This will link to: <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures 	A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services SMART service plans	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	June 2005	Additional expenses for consultation Additional staffing and resources identified under rec. 7	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
		<ul style="list-style-type: none"> • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	developed in consultation with all staff, tenants, service users and stakeholders				
12	The Council should put in place a comprehensive set of performance reports and outcome measures to support the day-to-day and strategic management of the service.	Develop a Housing Performance Management Framework (HPMF). This will link to: <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating 	A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	June 2005	Additional expenses for consultation Additional staffing and resources identified under rec. 7	1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
		<p>policies and procedures</p> <ul style="list-style-type: none"> measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>					
Managing its Resources							
13	The Council should ensure that the staff appraisal process is operated effectively and appraisals are used on an ongoing basis to monitor performance and progress towards meeting service plan objectives.	<p>All appropriate staff to be appraised</p> <p>Review the appraisal scheme</p> <p>Identify how the appraisal scheme is currently used to monitor performance and progress towards meeting the Housing service plan objectives</p> <p>Bring forward recommendations and guidance to ensure that the appraisal scheme is used to monitor performance and progress towards meeting the Housing service plan objectives</p>	<p>Appraisal scheme –</p> <ul style="list-style-type: none"> measures the extent of an individuals contribution towards progressing service plan objectives provides evidence to support the department's submission for liP accreditation 	<p>Line managers</p> <p>Personnel Services Manager</p> <p>Quality Assurance and Compliance Officers (Overview) and individual service managers.</p> <p>Quality Assurance and Compliance Officers</p>	<p>September 2004</p> <p>By March 2005</p> <p>By September 2005</p> <p>By January 2006</p>	<p>Costs to be contained within existing budgets</p>	<p>1</p> <p>2</p>
14	The Council should review its approach to service management to ensure that managers	Develop a Housing Performance Management Framework (HPMF). This will link to:	A clear and comprehensive performance management framework that feeds in to service planning and	Director of Housing Quality Assurance and Compliance Officers with support from Policy and	June 2005	<p>Additional expenses for consultation</p> <p>Additional staffing and</p>	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	and service delivery staff work within a clear set of current objectives and can measure and report their progress against them.	<ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	supports the day-to-day management and operational delivery of housing services	Performance Unit		resources identified under rec. 7	
15	The Council should ensure that comprehensive and current risk assessments are in place for all aspects of its service delivery and development and that identified actions to manage operational risks are followed through and properly recorded.	Develop Operational Risk Assessment Framework - linking to existing working group with wider operational membership on accommodation and community-based risk assessment for housing support services	Risk assessments in place for all housing functions and posts	Principal Officer (Special Needs), Principal Officer (Operations) and working group – development and implementation Service/line managers – risk assessments Administration Officer (Staffing) – co-ordination	March 2005	Possible increase in staff and staff training to deliver risk assessments and monitoring/review	1
16	The Council should	Internal review of	Full compliance with	Finance and Staffing Officer	October 2004	Costs to be contained	1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	ensure that staff involved in the procurement of non-construction services are aware of the corporate financial regulations are trained and supported to operate them consistently.	compliance with financial regulations for non-procurement contracts Organise Departmental training and issue guidance to relevant officers	financial regulations for non-procurement contracts Relevant staff understand how non-procurement contracts should be let in accordance with financial regulations	in conjunction with the Director of Finance and staff	June 2005	within existing budgets	2
17	The Council should consider how best to train and support staff in developing the use of the computer systems to support service management and delivery and ensure that it has an appropriate pool of staff familiar with the full range of functions available from its ICT (<i>Information and Communications Technology</i>) systems.	Develop a Support Strategy based on I-World implementation Ongoing training and support for staff in SX3 software	All staff are competent in operating SX3 software	I-World Implementation team (Chair: Head of Operations) in consultation with Director of Information Technology and staff	June 2005	Staffing £100,000	2
HOUSING MANAGEMENT							
Access to Houses							
18	The Council should put in place procedures that detail the likely circumstances where discretion can be used in the allocations process and should include monitoring and reporting arrangements.	Review and amend discretion sections of the Allocations Policy Provide clear operational guidance to staff on the use of discretion Ensure robust monitoring and reporting arrangements are put in place	A transparent policy and operational procedures for the use of discretion	Allocations Implementation Team (Chair: Principal Officer (Operations))	October 2005	Costs to be contained within existing budgets	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
19	The Council should ensure that legislation, and Council policy regarding applicants applying for housing from out with the Council area, are being fully complied with.	Review and where necessary amend procedural guidance to ensure that applications are administered and processed consistently regardless of where those applications originate	Full compliance with Housing (Scotland) Act 2001 and Council Policy	Allocations Implementation Team (Chair: Principal Officer (Operations))	October 2005	Costs to be contained within existing budgets	2
20	The Council should ensure that it does not restrict access to housing on the basis of applicants’ age, in line with the Housing (Scotland) Act 1987 (as amended).	Review CBLPs (<i>Community Based Lettings Plans</i>) and remove any age restrictions found Develop and Implement a Sensitive Lettings Policy	Full compliance with Housing (Scotland) Act 1987 (as amended) Lettings that are sustainable and promote balanced communities	Area Managers Allocations Implementation Team (Chair: Principal Officer (Operations))	March 2005 October 2005	Costs to be contained within existing budgets	1 2
21	The Council should ensure that staff at all levels are clear about the purpose of CBLPs and should consult tenants early in the process of reviewing and implementing them.	Engage consultancy to provide training on the purpose and scope of CBLPs and their relation to the Allocations Policy Ensure that consultation with tenants is undertaken in the review of CBLPs	Staff and tenants clearly understand the scope and purpose of CBLPs and their relationship to the Allocations Policy	Allocations Implementation Team (Chair: Principal Officer (Operations))	December 2005	Consultancy - £2000	2
22	The Council should implement a detailed policy for all suspensions from the housing list that includes the regular review of all cases and is consistent with the requirements of the relevant legislation.	Review current operation of suspensions policy Develop clear guidance on the operation of the suspensions policy and how suspensions are reviewed Amend Allocations Policy as required	Full compliance with Housing (Scotland) Act 2001	Allocations Implementation Team (Chair: Principal Officer (Operations))	March 2005	Costs to be contained within existing budgets	1
23	The Council should check the accuracy of information contained in the housing application forms before confirming	Develop check form and initiate visits to applicants on the basis of trigger factors	Implementation of a procedure to check the accuracy of 10% of new application forms based on trigger factors	Service Quality Improvement Forum (Chair: Quality Assurance and Compliance Officers) Allocations Implementation	June 2006	Anticipated staffing implications	3

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	a tenancy.			Team (Chair: Principal Officer (Operations))			
24	The Council should give more detail to applicants on how their points have been calculated.	Amend points letters to ensure that applicants have a full breakdown of how their overall points were determined	Applicants can ensure Housing assessed all their needs in determining their total points.	Allocations Implementation Team (Chair: Principal Officer (Operations))	October 2004	IT Consultancy - £800	1
25	The Council should ensure that all complainants are given clear information on the steps that can be taken if they remain dissatisfied.	Review and amend the departmental complaints procedure Ensure that customers know what action to take if they remain dissatisfied with the outcome of their complaint under the Councils complaints procedure	Customers can access the complaints procedure in a more effective way. Improved and consistent recording, monitoring & reporting systems for complaints data. Service development and improvements are aided by the analysis of complaints and outcomes	Quality Assurance and Compliance Officers within existing framework of customer care reviews	March 2005	Training of staff and elected members. Awareness-raising for customers and other stakeholders. Publicity. Additional staff in Quality Assurance framework	1
26	The Council should review its approach to nominations to ensure that it makes best use of all the re-housing opportunities that are available to it.	Undertake Best Value Management Review of Nominations	Effective use of nomination arrangements that maximise an applicants access to housing options	Common Housing Register Team (Chair: Principal Officer (Housing Strategy and Partnerships))	December 2005	Costs to be contained within existing budgets	2
Tenancy Sign-ups							
27	The Council should ensure that settling in visits are being undertaken in all offices in order to reinforce tenants rights and responsibilities, and provide other relevant information in relation to their tenancy. The outcomes of these visits should be	Develop policy and procedures on settling in visits that includes detailed operational instruction and training (where required) for staff ensuring that mechanisms exist to record, monitor and report on performance. This programme will be implemented on a phased basis.	Settling in visits are made to all first time tenants to ensure that the rights and responsibilities of new tenants are reinforced – • for new tenants with an assessed vulnerability	Housing Support Manager and team Allocations Implementation	March 2004 October 2005	Costs to be contained within existing Housing Support budgets and staff establishment Anticipated staffing	1 2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	properly recorded to assist tenancy management.		<ul style="list-style-type: none"> for all first-time tenants 	Team (Chair: Principal Officer (Operations))		implications	
Rent Setting							
28	The Council should make information available to all tenants on the rent and service charge setting process as set out in the SST (<i>Scottish Secure Tenancy</i>).	<p>Undertake policy review in consultation with tenants on rent and service charge setting</p> <p>Training for tenants on rent and service charge setting process</p> <p>Full information given to tenants on rent and service charge setting process</p>	Tenants and staff understand how rent and service charges are set and what components are taken into account when rent levels are set for particular sizes and types of properties	Finance and Staffing Officer Tenant and Community Participation Officer	September 2004	Costs to be contained within existing budgets	1
Rent Arrears							
29	The Council should develop a rent arrears strategy, which establishes clear objectives and specified targets on rent arrears performance that take account of local circumstances. The policy should provide the basis for targeting and monitoring the effectiveness of action to reduce arrears.	<p>Develop a strategy to tackle rent arrears establishing clear objectives, targets and milestones</p> <p>Implementation of Rent Arrears Strategy</p>	<p>Housing can evaluate the effectiveness of its work to tackle rent arrears</p> <p>10% reduction in rent arrears year on year</p>	<p>Finance and Staffing Officer in conjunction with the Director of Finance and Staff</p> <p>Finance and Staffing Officer and team Area (Housing) Managers and team</p>	June 2005	Costs to be contained within existing budgets	2
30	The Council should review its arrears policy and manual to take account of good practice and ensure early face-to-face contact with tenants in rent arrears.	Review and amend Rent Arrears Policy and Manual to take into account good practice guidance	<p>Early contact with tenants in rent arrears initiated</p> <p>10% reduction in rent arrears years on year</p>	Finance and Staffing Officer in conjunction with the Director of Finance and Staff	June 2005	Costs to be contained within existing budgets	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
31	The Council should ensure that the support systems currently available are used consistently across offices. This should include a referral system for identifying vulnerable tenants.	Review Rent Arrears Policy and consider referral and assessment framework for housing support	Policy reviewed and amended to take into account good practice and early face-to-face contact with tenants and the assessment framework for housing support	Finance and Staffing Officer	June 2005	Costs to be contained within existing budgets	2
32	The Council should revise the Service Level Agreement between the Housing and Housing Benefit Service to meet the operational needs of both services including co-operation on the status and progress of individual benefit claims, the provision of information and advice on benefit eligibility, the verification framework and processing at the tenancy sign up.	Revise SLA (<i>Service Level Agreement</i>) to consider procedures around information exchange, Information and Advice training and Tenancy sign-ups taking account of relevant legislation and the requirements of the Data Protection Act 1998	Updated SLA which considers procedures around information exchange, Information and Advice training and Tenancy sign-ups compliant with legislation and the requirements of the Data Protection Act 1998	Head of Operations in conjunction with the Director of Finance and staff	June 2005	Costs to be contained within existing budgets	2
Anti-social Behaviour							
33	The Council should update its antisocial behaviour manual in line with current legislation and good practice. It should provide training to staff on how it should be used and ensure that tenants and other service users are kept informed about progress with their	Review and update manual to take account of legislation and relevant good practice	Anti-social behaviour cases are managed in accordance with the manual	Community Safety Manager and team	December 2004	Costs to be contained within existing budgets	1
		Appropriate training delivered to staff	Evaluation confirms that staff consistently and effectively operate the Councils anti-social behaviour policy	Community Safety Manager and team	June 2005	Costs to be contained within existing budgets	1
		Develop mechanisms to ensure that complainants are advised of progress on	Complainants know what action the Council is taking	Community Safety Manager and team	December 2004	Costs to be contained within existing budgets	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	<p>complaints and collect feedback at relevant points in the process.</p> <p>The Council should publish service standards for responding to complaints of antisocial behaviour and monitor its performance against them.</p>	<p>their complaint</p> <p>Develop a Housing Performance Management Framework (HPMF). This will link to:</p> <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	<p>to deal with complaints of anti-social behaviour</p> <p>A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services</p>	<p>Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit</p>	<p>June 2005</p>	<p>Additional expenses for consultation</p> <p>Additional staffing and resources identified under rec. 7</p>	<p>1</p>
34	<p>The Council should roll out the antisocial behaviour early intervention scheme to all local offices and put in place a monitoring framework to assess</p>	<p>Formalise the scheme across the District, taking into account the Joint Protocol for Information Exchange, legislation, good practice and including arrangements for monitoring</p>	<p>Consistent use of the Early Intervention Scheme across the District</p>	<p>Community Safety Manager</p>	<p>December 2004</p>	<p>Costs to be contained within existing budgets</p>	<p>1</p>

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	the effectiveness of its work on antisocial behaviour	and review					
Estate Management							
35	The Council should publish service standards for estate management and monitor and report its performance against them.	<p>Develop a Housing Performance Management Framework (HPMF). This will link to:</p> <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	<p>A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services</p> <p>Service standards developed in consultation with tenants and performance targets set.</p> <p>Performance against targets monitored and reported.</p>	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	June 2005	Additional staffing and resources identified under rec. 7	1
Policies and Procedures							
36	The Council should put in place a review programme, including input from service users	Establish a policy review framework to ensure that policies and procedures are kept up to date, using review	Three-year programme of policy reviews produced and published	Quality Assurance and Compliance Officers	June 2005	Costs to be contained within existing budgets	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	and front line staff, to ensure that policies and procedure documents [for housing management] are kept up to date.	schedule of A-Z of Services					
Performance Management							
37	The Council should develop its performance management framework and put in place a robust set of relevant service standards, indicators and targets. These should act as a framework for monitoring and taking action to improve services.	<p>Develop a Housing Performance Management Framework (HPMF). This will link to:</p> <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	June 2005	Additional staffing and resources identified under rec. 7	1
38	The Council should ensure that housing	Review the method of charging of central support	Detailed information available on Central Support	Director of Finance and staff working with the Director of	October 2005	Costs to be contained within existing budgets	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	budget managers have an appropriate level of information on, and control over, the extent and cost of their use of central support services. The use of these services should be service plan-led and the overall cost to tenants should be subject to a separate best value assessment.	charges to ensure greater transparency and accountability	service charges	Housing and staff and other Departments			
PROPERTY MANAGEMENT							
Responsive Repairs – Accessing the Service							
39	The Council should review its published repairs timescales to ensure that the information available to tenants reflects the services being provided.	Review information to ensure it corresponds to published repairs timescales Review timescales and incorporate into unplanned maintenance contracts from April 2006	Published information corresponds to actual target timescales set Review completed and findings implemented	Short Life Working Group on Improvements to Repairs Service (Chair: Senior Technical Officer)	October 2004 December 2005	Costs to be contained within existing budgets Costs to be contained within existing budgets	1 2
40	The Council should ensure that tenants are informed of their “right to repair” when they report a qualifying repair. Written information should be supplied when the repair is logged.	Review repairs manual and IT (<i>Information Technology</i>) system against Right to Repair legislation Organise training for staff	Manual and IT system reviewed and updated where necessary Training delivered to staff Right to Repair information issued for relevant repairs	Short Life Working Group on Improvements to Repairs Service (Chair: Senior Technical Officer)	October 2004	Costs to be contained within existing budgets – training may require additional resources	1
Variations							
41	The Council should analyse the reasons behind the pattern of variations and feed the findings into improvements to	Review and monitor variations	Reasons for variations analysed and improvements made to systems and contracts where necessary	Short Life Working Group on Improvements to Repairs Service (Chair: Senior Technical Officer)	October 2005	Costs to be contained within existing budgets	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	systems and contracts.						
Rechargeable Repairs							
42	The Council should consistently recharge tenants, former tenants and owner-occupiers for all repairs work for which they are liable. Staff should be given clear guidance on what should be recharged.	Ensure recharge accounts are raised for all debts attributable to tenants, former tenants and owner-occupiers	Recharge accounts consistently raised	Finance and Staffing Officer in conjunction with the Director of Finance and staff	November 2004	Costs to be contained within existing budgets	1
		Establish an interim level of debt under which it would be uneconomical to pursue that debt	Threshold established under which recharges will not be pursued	Principal Officer (Technical) Finance and Staffing Officer in conjunction with the Director of Finance and staff	November 2004	Costs to be contained within existing budgets	1
		Review current recharging and recovery policy amending policy as required ensuring that due regard is had to making sure that it makes economic sense to pursue that debt	Recharges are consistently and efficiently recovered in accordance with financial regulations where it makes economic sense to do so	Factoring Working Group (Chair: Principal Officer (Housing Strategy and Partnerships)) Short Life Working Group on Improvements to Repairs Service (Chair: Senior Technical Officer) in conjunction with the Director of Finance and staff	December 2005	Anticipated additional resource requirements	2
		Develop and produce guidance to support operational staff in recharging and recovering for rechargeable works					
Lifetime Maintenance							
43	The Council should put in place a long-term investment and maintenance strategy setting out the standards it wishes to achieve in the short, medium and long term. The standard should be consistent with the Scottish Housing	Develop long-term improvement and maintenance strategy for planned maintenance as part of the Scottish Housing Quality Standard delivery plan	Strategy and delivery plan developed	Principal Officer (Technical)	March 2005	Costs to be contained within existing budgets	1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	Quality Standard and tenants views.						
Involving tenants in Planned Maintenance							
44	The Council should involve service users wherever possible when developing policies and procedures [for Planned Maintenance].	<p>Develop a Housing Performance Management Framework (HPMF). This will link to:</p> <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	<p>A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services</p> <p>Service users consulted on policies and procedures in line with Service User Consultation Framework (see Rec 3)</p>	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	June 2005	Additional staffing and resources identified under rec. 7	1
				Tenant and Community Participation Officer Quality Assurance and Compliance Officers	December 2005	Costs to be contained within existing budgets	2
Quality of Maintenance							
45	The Council should ensure all properties are serviced within the 12-month period required by the gas	Review policy and procedures against legislation, good practice and the SST	New arrangements in place to allow rapid access to properties to ensure compliance with gas safety legislation	Director of Law and Administration Head of Operations Gas Safety Co-ordinator	October 2004	Costs to be contained within existing budgets	1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
Monitoring Performance							
48	The Council should review its arrangements for access to carry out response repairs to ensure that it can measure the extent to which access is impacting on service delivery and costs.	Conduct research in consultation with service users into access contact arrangements, considering appointments, standards and targets as a key part of the review of repair contracts	Research completed and contracts amended to include a standard appointment system	Short Life Working Group on Improvements to Repairs Service (Chair: Senior Technical Officer)	December 2005	Costs to be contained within existing budgets	2
HOMELESSNESS							
Access							
49	The Council should ensure that information on how to access the homelessness service is widely available, especially in places where people in housing crisis are likely to find it.	Disseminate Housefacts leaflets more widely as part of wider action under Recommendation 6	Homelessness information available in all relevant locations Housing Information and Advice Strategy reviewed to take account of access to information, format, regular review of content, etc	Housing Information and Advice Implementation Group (Chair: Homelessness Strategy Co-ordinator)	December 2004	Purchasing, installation and maintenance of appropriate display equipment. Publishing costs	1
50	The Council should issue reception and other staff with guidance on how to deal with initial enquiries from people who may be homeless and ensure consistent recording and monitoring of enquiries and first contacts.	Review existing guidance to consider new application form Deliver training on new application form	Guidance reviewed and re-issued Training delivered to relevant staff	Quality Assurance and Compliance Officer (Special Needs) and Service Quality Improvement Forum (Chair: Quality Assurance and Compliance Officers)	December 2004	Costs to be contained within existing budgets	1
Information and Advice							
51	The Council should review the “Housefacts” leaflet and Housing Options Guide in order to ensure that they provide full information	Review Housefacts Leaflets and Housing Options Guide to ensure the information is up-to-date and user-focussed	Housing Information and Advice Strategy reviewed to take account of access to information, format, regular review of content, etc	Housing Information and Advice Implementation Group (Chair: Homelessness Strategy Co-ordinator)	March 2005	Costs arising from development of communications strategy	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	on the services available, and that they emphasise how the Council can help. They should encourage people to seek assistance.	Consider alternative and innovative ways to deliver information Develop a Communications Strategy					
52	The Council should put in place a procedure for referring people to the Citizens Advice Bureau and for tracking and monitoring the level of use and outcomes achieved by the service.	Review housing application form to allow referrals to be made and recorded, taking account of Scottish Executive guidelines coming out of review	Procedure in place Monitoring takes place of use and outcomes of service	Service Quality Improvement Forum (Chair: Quality Assurance and Compliance Officers)	October 2005	Costs to be contained within existing budgets	2
53	The Council should take steps to ensure that it meets its statutory obligations to applicants who are homeless, but not in priority need.	Review services to homeless people who are not in priority need	Review completed Quality Assurance audit confirms statutory obligations are being met	Housing Information and Advice Implementation Group (Chair: Homelessness Strategy Co-ordinator)	June 2005	Costs to be contained within existing budgets	2
Prevention							
54	The Council should review its approach to the prevention of homelessness including the provision of support to vulnerable households in all tenures facing tenancy management, rent arrears or benefit-related problems. It should identify gaps in service provision and produce an action plan to address them.	Develop Housing Support/Tenancy Support Service to deliver community-based support covering all tenures	Review completed Improvement plan designed to meet identified gaps Support plan devised for vulnerable households	Housing Support Manager Homelessness Strategy Co-ordinator	October 2005	Funding for community support service	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
Assessment							
55	The Council should ensure that sufficient time is allocated for conducting homeless assessment interviews; that homeless people are provided with all of the information and advice that they should be including their right to appeal, and that interviews are client focussed.	Review operation of the homeless assessment service against code of guidance, good practice and best value principles	Review of assessment service complete and recommendations implemented	Principal Officer (Operations) Housing Support Manager Quality Assurance and Compliance Officers	March 2005	Additional assessment staff may be required dependent on review outcome. Training implications	1
56	The Council should publish information on how to access temporary accommodation and on the standards of accommodation and related services that a homeless person can expect.	<p>Develop a Housing Performance Management Framework (HPMF). This will link to:</p> <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 22, 25, 26, 27, 44, 47, 50, 64)</p>	<p>A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational delivery of housing services</p> <p>Service standards developed in consultation with service users, targets set and published. Performance against targets is monitored and reported.</p>	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	March 2005	Additional staffing and resources identified under rec. 7	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
		33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework Disseminate Housefacts leaflets more widely as part of wider action under Recommendation 6	Current Homelessness Housefacts leaflet updated to contain information about access and standards of temporary accommodation	Quality Assurance and Compliance Officers Housing Information and Advice Implementation Group	December 2004	Additional publishing costs	1
57	The Council should ensure that all decision letters provide applicants with full reasons for the decision reached, the obligations of the Council that arise from the decision, full information on the right to appeal and details of sources of independent housing advice.	Review standard determination letters and guidance	Determination letters and guidance updated to give more detail	Principal Officer (Operations)	November 2004	Costs to be contained within existing budgets	1
Appeals							
58	The Council should ensure that the right to appeal is widely publicised including during homeless assessment interviews and when offers of accommodation are made. The Council should ensure that all organisations that work with homeless people are provided with information on the right	Disseminate Housefacts leaflets more widely as part of wider action under Recommendation 6 Amend offer letters to include information about appeals procedures Review and update guidance for all Housing	Homelessness information available in all relevant locations Housing Information and Advice Strategy reviewed to take account of access to information, format, regular review of content, etc Offer letter contains information about appeals procedure Guidance issued to all Housing staff	Housing Information and Advice Implementation Group (Chair: Homelessness Strategy Co-ordinator)	December 2004 November 2004	Purchasing, installation and maintenance of appropriate display equipment. Publishing costs Costs to be contained within existing budgets	1 1

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	to appeal.	staff	Service users receive information about appeals at appropriate points during the assessment process				
Planning – the Homeless Strategy							
59	The Council should ensure that all departments and sections of the Council with a part to play in taking the homeless strategy forward are fully aware of their role, properly engage with the process and provide resources and commitment as required	Promote the Homeless Strategy at the Healthy Safe and Caring Communities Partnership and with Community Planning	Homelessness is integrated into the Council's Community Planning strategy Full commitment by other Departments to helping to deliver the homeless strategy	Head of Policy, Development and Support Homelessness Strategy Co-ordinator	March 2005	Costs to be contained within existing budgets	1
Temporary Accommodation Strategy							
60	The Council should conduct a proper needs assessment of its current and future requirements for temporary accommodation, and ensure that it has access to sufficient good quality temporary accommodation to meet the demand.	Conduct needs assessment for temporary accommodation Consider Homelessness Monitoring Group recommendations when available	Needs Assessment completed Targets for the provision of temporary accommodation to ensure anticipated needs for it are met	Principal Officer (Special Needs)	June 2005	Unable to quantify at present	2
Performance Management							
61	The Council should implement the service standards for the whole of the homelessness service including all temporary	Develop a Housing Performance Management Framework (HPMF). This will link to: • producing performance	A clear and comprehensive performance management framework that feeds in to service planning and supports the day-to-day management and operational	Director of Housing Quality Assurance and Compliance Officers with support from Policy and Performance Unit	March 2005	Additional staffing and resources identified under rec. 7	1

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	<p>accommodation and put in place appropriate targets, performance monitoring systems and reporting mechanisms. The Council should ensure that service users are provided with published information on the service standards and accommodation standards that they can expect.</p>	<p>information</p> <ul style="list-style-type: none"> • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p> <p>Establish a policy review framework to ensure that policies and procedures are kept up to date, using review schedule of A-Z of Services</p>	<p>delivery of housing services</p> <p>Service standards implemented and targets set</p> <p>Monitoring and reporting system devised and implemented</p> <p>Information leaflet produced</p> <p>Three-year programme of policy reviews produced and published</p>	<p>Quality Assurance and Compliance Officers</p> <p>Quality Assurance and Compliance Officers</p>	<p>June 2005</p> <p>June 2005</p>	<p>Costs to be contained within existing budgets</p> <p>Costs to be contained within existing budgets</p>	<p>2</p> <p>2</p>
62	<p>The Council should provide Special Needs Officers with training and additional detailed guidance on case management to ensure that all homeless applications are properly investigated and progressed within</p>	<p>Issue additional guidance on case management</p> <p>Deliver training to Special Needs Officers</p>	<p>More effective case management</p> <p>Improved relationships with applicants</p> <p>Reduction in cases being closed due “lost contact” or “withdrew”</p>	<p>Principal Officer (Operations) Housing Support Manager Quality Assurance and Compliance Officers</p>	<p>March 2005</p>	<p>Training - £1000</p>	<p>1</p>

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	<p>reasonable timescales and evidence recorded. Cases should be actively managed, contact maintained and applicants kept informed of the progress of their application. In particular, the incidence of cases being closed as 'lost contact/withdrew' inappropriately should be significantly reduced.</p> <p>The Council should ensure an even allocation of work between SNOs (<i>Special Needs Officers</i>) and ensure that they are actively managed and supported in their work.</p>	<p>Review operation of the homeless assessment service against code of guidance, good practice and best value principles</p>	<p>Review of assessment service complete and recommendations implemented</p> <p>Audit reveals even allocation of work</p>	<p>Principal Officer (Operations) Housing Support Manager Quality Assurance and Compliance Officers</p> <p>Principal Officer (Operations)</p>	<p>March 2005</p> <p>March 2005</p>	<p>Additional assessment staff may be required dependent on review outcome.</p> <p>Training implications</p> <p>Potential for additional staff requirement to balance workload</p>	<p>1</p> <p>1</p>
SERVICES FOR OWNERS							
House Sales							
63	<p>The Council should ensure that it complies with all statutory timescales [<i>for Council House Sales</i>], through effective monitoring and control arrangements.</p>	<p>Review existing policy and procedures for house sales</p>	<p>Audit confirms compliance with timescales</p>	<p>Director of Law and Administration Director of Property Services Assistant Principal Officer (Operations)</p>	<p>March 2005</p>	<p>Costs to be contained within existing budgets</p>	<p>1</p>
64	<p>The Council should seek service users views [<i>about Council</i></p>	<p>Develop a Housing Performance Management Framework (HPMF). This</p>	<p>A clear and comprehensive performance management framework that feeds in to</p>	<p>Director of Housing Quality Assurance and Compliance Officers with</p>	<p>March 2005</p>	<p>Additional staffing and resources identified under rec. 7</p>	<p>1</p>

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
	<p><i>House Sales</i>, to allow it to develop the services it provides.</p>	<p>will link to:</p> <ul style="list-style-type: none"> • producing performance information • setting targets and outcome measures • a review of the balanced scorecard • setting service standards • service planning • customer complaints • appraisal and staff development • producing and updating policies and procedures • measuring customer satisfaction <p>The HPMF is cross-cutting throughout the improvement plan (recs. 4, 7, 11, 12, 14, 33, 35, 36, 37, 44, 47, 56, 61 and 64) and will sit within and link to the corporate performance management framework</p>	<p>service planning and supports the day-to-day management and operational delivery of housing services</p> <p>Customer survey carried out and action taken to develop service</p>	<p>support from Policy and Performance Unit</p> <p>Quality Assurance and Compliance Officers</p>	<p>October 2006</p>	<p>Additional resources to develop and implement survey</p>	<p>3</p>
Factoring							
65	<p>The Council should enforce the conditions it applies to its house sales missives in a consistent way and ensure that the full costs of providing repairs and maintenance services are recharged and recovered where</p>	<p>Review existing policy and procedures for house sales</p> <p>Review current arrangements for enforcing conditions, recharging and recovery</p>	<p>Revised arrangements for enforcing conditions</p>	<p>Factoring Working Group (Chair: Principal Officer (Housing Strategy and Partnerships))</p> <p>Principal Officer Technical Housing Improvement Co-ordinator</p>	<p>June 2005</p>	<p>Costs to be contained within existing budgets</p>	<p>2</p>

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	appropriate.						
Managing the Service							
66	The Council should review, and prepare guidance on, the definitions it uses in its cost floor calculations to ensure that the price paid by future purchasers is not distorted by the inclusion of inappropriate costs.	Review and prepare guidance on definitions used in determining cost floor calculations	Review completed and guidance prepared and issued	Director of Property Services	December 2004	Costs to be contained within existing budgets	1
		Review existing policy and procedures for house sales	Review completed and guidance issued	Director of Law and Administration Director of Property Services Assistant Principal Officer (Operations)	March 2005	Costs to be contained within existing budgets	1
67	The Council should review the systems it uses to manage the house sales process to minimise effort and to prepare high quality monitoring reports. The Council should use the first date it receives applications to buy when it is calculating its performance.	Review existing policy and procedures for house sales	Review completed Performance Reports produced	Director of Law and Administration Director of Property Services Assistant Principal Officer (Operations)	December 2004	Costs to be contained within existing budgets	1
68	The Council should review its tenancy agreement as it relates to the right to buy to ensure that it properly reflects the relevant guidance.	Review existing policy and procedures for house sales	Review completed Guidance issued	Assistant Principal Officer (Operations)	March 2005	Costs to be contained within existing budgets	1
		Tenancy agreement reviewed and amended	Tenancy agreement accurately reflects relevant guidance on “Right to Buy”	Director of Law and Administration Assistant Principal Officer (Operations)	March 2005	Costs to be contained within existing budgets	1
69	The Council should agree realistic targets and milestones for the early development and implementation of a factoring service and monitor progress to	Review factoring action plan based on the requirements of the Abolition of Feudal Tenure etc Act 2000, the Tenements (Scotland) Bill and the Private Sector Housing Bill	Action Plan with SMART targets developed	Factoring Working Group (Chair: Principal Officer (Housing Strategy and Partnerships))	October 2004	Costs to be contained within existing budgets	1
			Establish a model management scheme	Principal Officer (Housing Strategy and Partnerships)	October 2004	Costs to be contained within existing budgets	2

No.	What Communities Scotland said	What we will do	What we expect to achieve	Who will be responsible	When we expect to achieve this	What we need to achieve this	Priority (1-3)
	ensure that they are met.		Factoring scheme established	Factoring Working Group (Chair: Principal Officer (Housing Strategy and Partnerships))	June 2005	Unable to quantify at present – anticipated resource implications	
SERVICES FOR GYPSIES/TRAVELLERS							
Site for Gypsies and Travellers							
70	The tenancy agreement and site rules should be reviewed to ensure that they provide rights and responsibilities that are, so far as possible, the equivalent to those enjoyed by Angus’ Council house tenants.	Review tenancy agreement and site rules in consultation with tenants	Review completed Tenancy and site rules revised	Gypsies/Travellers Liaison Group (Chair: Director of Housing)	March 2005	Costs to be contained within existing budgets	1
71	The Council should work with residents to make appropriate arrangements with the Royal Mail for the direct delivery of post to site residents.	Implement physical measures to allow mail to be delivered to individual tenants in consultation with site residents Liase with Royal Mail on postal deliveries		Area Manager, Montrose	December 2004	£1000	1
72	The Council should put in place a programme for the upgrading and modernisation of the Tayock site. The timing, specification and implementation of this programme should be subject to detailed consultation with residents.	Develop long-term improvement programme in consultation with tenants	Programme developed, costed and implemented on a rolling basis	Principal Officer (Technical) Area Manager, Montrose Tenant and Community Participation Officer	Programme developed by October 2004 Implementation of rolling programme begins April 2005 ¹ and programme completed by March 2007	Costs to be contained within existing budgets Service development bid required to include allowance in Capital programme	1 2

¹ subject to successful service development bid

No.	<i>What Communities Scotland said</i>	<i>What we will do</i>	<i>What we expect to achieve</i>	<i>Who will be responsible</i>	<i>When we expect to achieve this</i>	<i>What we need to achieve this</i>	<i>Priority (1-3)</i>
Managing the Service							
73	The Council should agree with residents [of the St Christophers site] a planned approach to reviewing services for Gypsies/Travellers. It should ensure that its investment plans and service developments are properly resourced and carried out within agreed timescales and should put in place appropriate arrangements for consulting with and receiving feedback from site residents.	Develop long-term improvement programme in consultation with tenants	Consultation undertaken and services reviewed Rolling programme of improvements implemented	Tenant and Community Participation Officer Area Manager, Montrose Principal Officer (Technical)	October 2004 From April 2005 ²	Costs to be contained within existing budgets Service development bid required to include allowance in Capital programme	1 2

² subject to successful service development bid