

Audit Commission Short Notice Inspection – Peabody Action Plan - Summary

RECOMMENDATION 1 – STRENGTHEN CUSTOMER CARE AND APPROACH TO DIVERSITY

Recommendation 1A: *Collect customer profile information and systematically use it to understand and address barriers to accessing services, unfair service provision and share all this information with contractors*

What Peabody will do	How Peabody will do this	What this means for residents
<p>i) Commission and project-manage a customer profiling collection project that also includes the review and updating of staff and Board profile data. To be done by 30 June 2010</p>	<p>Customer and staff profile information will be entered and stored on relevant and appropriately integrated management systems. This will include, for example, vulnerability flags on the repairs system.</p> <p>Profile information will establish that the Board’s composition is representative of the community Peabody serves. Comparative data is available which will analyse residents’ profiles against staff and Board profiles.</p>	<p>Services will be shaped to residents’ needs. Peabody will know and understand the needs of its residents and will be proactive in shaping services to meet these needs.</p> <p>Services will be delivered fairly and equally. This will be positively reflected through improvement in satisfaction.</p>
<p>ii) Implement a framework for the effective management, reporting and use of customer profiling data. To be done by 30 June 2010</p>	<p>Have a process in place for the ongoing collection and refreshment of data. Peabody will begin by first looking at the barriers to service for repairs and gas services and resident involvement. By comparing profile data against residents accessing services, service disparity and satisfaction can be tracked and issues identified. There will be updated data on which to set Equality and Diversity performance indicators. These will be in place when reporting to residents, senior staff, the Board and staff consultative group. A systematic approach will be put in place for diversity training for new and existing staff.</p>	<p>Services to residents delivered fairly and equitably.</p> <p>More accurate data about customers’ needs will inform business planning and decisions about service delivery.</p>
<p>iii) Develop and deliver a series of workshops to staff and contractors to communicate the profiling information and how this will be used to improve and tailor services. To be done by 31 July 2010</p>	<p>Provide a systematic methodology for identifying diverse groups’ needs and use this to shape the service. Improved staff and contractor understanding of diversity will help to shape services more accurately to residents’ needs. Four workshops will have been delivered that include residents.</p>	<p>Peabody will know who the hard-to-reach residents/groups are and actions put in place to improve satisfaction for these groups.</p>

Recommendation 1B: Take steps to ensure poor performance in key areas relating to customer care is addressed by taking steps to understand the cause of current levels of performance and putting measures in place to address this

What Peabody will do	How Peabody will do this	What this means for residents
<p>i) Improve the use of customer satisfaction performance indicators and associated measurement and feedback systems (including analysis by the six strands of diversity).</p> <p>Measurement framework in place - 30 April 2010</p>	<p>A revised suite systematically measuring satisfaction, including all six diversity strands and improved reporting framework in place. This will allow improved reporting to Board, residents and staff. Reports include all KPIs in the Customer Charter and will provide clear information on how well Peabody is performing against each element.</p> <p>A programme of mystery shopping testing the Customer Service Charter is in place. This will inform an Action Plan to address underperforming areas and support the Resident Review Committee in its scrutiny role.</p> <p>Information gathered will also inform training needs analysis, policy and procedure reviews.</p>	<p>Residents can expect Peabody to consistently meet all customer charter and satisfaction standards.</p> <p>Better trained and more effective staff will lead to an increase in 'right first time' service for residents.</p>

Recommendation 1C: Improve the approach to learning from feedback, especially from complaints, more regularly

What Peabody will do	How Peabody will do this	What this means for residents
<p>Implement a systematic approach to learning from complaints and other local feedback.</p> <p>To be done by 31 July 2010</p>	<p>Peabody will carry out a comprehensive and systematic framework for the analysis and reporting on the root causes of complaints and the actions required to address these.</p> <p>There will be an Integrated IT system to systematically record lessons learnt and an embedded approach to learning and tracking service improvement.</p> <p>Effective communication on all learning from complaints and feedback to staff and residents. Corporate complaints training framework that also addresses service specific issues.</p>	<p>There will be an increased level of 'right first time' service to residents and a reduction in repeat calls for service.</p>

Recommendation 1D: Put in place a timetable of Equality Impact Assessments to ensure services are not discriminating against particular groups

What Peabody will do	How Peabody will do this	What this means for residents
Review and, as required, implement a modified framework and timetable for Equality Impact Assessments. Completed - 30 April 2010	A framework and timetable in place for delivering Equality Impact Assessments. The timetable prioritises repairs and gas services for action once the new contracts are in place.	Policy development and services will be delivered fairly and equitably, recognising residents' diverse needs.

Recommendation 1E: Involve residents in the monitoring of contractors

What Peabody will do?	How Peabody will do this?	What this means for residents
Agree with residents how they wish to be involved and agree this with contractors. To be done by 31 May 2010	Set up a resident involvement strategy for the new repairs contract and contractors generally that makes best use of the diverse skills and knowledge base of involved residents' groups and forums.	Residents will be formally part of the contract management delivery framework with their comments shaping the service. There will be enhanced contractor monitoring at both local and strategic level using an agreed suite of KPIs.

Recommendation 1F: Monitor contractors to ensure they understand and comply with Peabody values relating to customer care and delivering fair and equal services

What Peabody will do	How Peabody will do this	What this means for residents
Establish a framework for regular assessment and review of contractors' customer care performance. To be done by 30 June 2010	A clear definition of customer care and training will be delivered and monitored in a systematic way which leads to an embedded focus on customer care with the service and contractors. Training will be provided on customer care procedures with key contractors, aligning these to Peabody's ethos and values.	Residents will obtain a positive face-to-face experience that is reflected in resident satisfaction levels.

RECOMMENDATION 2 – STRENGTHEN VALUE FOR MONEY IN THE INSPECTED AREAS

Recommendation 2A: *Understand the links between cost, performance and satisfaction and use this, in comparison with information from others, to drive improvements*

What Peabody will do	How Peabody will do this	What this means for residents
<p>Incorporate metrics (into our KPI reporting framework) for key areas of the business that express the relationship between cost, performance and satisfaction. To be done by 31 May 2010</p>	<p>Put formal value metrics in place that are also built into business planning. A framework will be established for the systematic setting of departmental value for money (VFM) targets and Project VFM reports established.</p> <p>There will be a redefined and systematic project approval process that includes assessment of objectives delivered in terms of costs, savings, and service improvements.</p> <p>Staff and residents’ groups will be briefed on the VFM approach. The VFM reporting framework will be linked to a maintenance contract for scrutiny by the Resident Review Committee.</p> <p>The VFM Strategy will be reviewed to include customer satisfaction measures.</p>	<p>There will be an agreed set of maintenance VFM performance reports for Resident Review Committee which will enable residents to be better informed about the cost and efficiency of the service.</p>

Recommendation 2B: *Include an assessment of value for money in the impact assessments for resident involvement activities*

What Peabody will do	How Peabody will do this	What this means for residents
<p>Include a VFM methodology in our approach to resident involvement impact assessment. Completed - 30 April 2010</p>	<p>There will be an annual Resident Involvement Impact Assessment that informs our approach to resident involvement going forward, in terms of the most cost-effective involvement mechanisms.</p> <p>A clear evaluation framework in place for service managers responsible for resident involvement activities at operational level.</p>	<p>An improved organisational understanding of the costs and benefits of involvement that can be reported to residents, leading to residents being better informed and able to challenge Peabody.</p>

Recommendation 2C: Understand the reasons for the numbers of emergency and urgent repairs and take steps to reduce this

What Peabody will do	How Peabody will do this	What this means for residents
<p>Review repairs volumes by priority when the new maintenance contract commences. Assess the need for prioritisation training for Peabody Direct to ensure correct repairs prioritisation. To be done by 31 July 2010</p>	<p>Carry out an analysis of trends and investigate what causes current levels. Establish an agreed target for the percentage of emergency and urgent repairs and achievement of this. Ensure there is refreshed training for Peabody Direct in line with the new contract requirements to ensure correct repair diagnosis at first point of contact. Residents will be better informed on rationale behind repairs prioritisation categories</p>	<p>A more efficient use of contractor resources, providing a better service for customers.</p>

RECOMMENDATION 3 – IMPROVE OUTCOMES FOR TENANTS IN RESPONSIVE REPAIRS AND GAS SERVICING

Recommendation 3A: Address gaps in published information relating to responsive repairs and gas safety

What Peabody will do	How Peabody will do this	What this means for residents
<p>Develop and launch a publicity campaign to inform residents on the new contract / contractor and the new service delivery objectives To be done by 31 May 2010</p>	<p>Details publicised in 'Engage' newsletter, in rent statements and on the Peabody website to inform residents of the new responsive repairs and gas service arrangements. A new repairs handbook to provide information on the new service provisions, so residents are able to more accurately report their repair. Improved service standards in place based on resident feedback. Resident focus groups will be established six months into the contract to provide feedback on the new service.</p>	<p>Residents will be clear about repairs and gas services delivery commitments.</p>
<p>ii) Publicise the service offered to leaseholders Completed - 30 April 2010</p>	<p>Provide information by post and on the Peabody website on repairs and gas services available to leaseholders.</p>	<p>Leaseholders know what services are offered to them.</p>
<p>iii) Provide an improved Gas Safety Booklet for residents To be done by 31 May 2010</p>	<p>Provide residents with a better understanding of gas heating, their obligations for allowing access for gas servicing and clarity on the action Peabody can take where no access is provided. Information on gas-fired heating systems for residents will be provided as part of new delivery arrangements.</p>	<p>Improved resident satisfaction with the gas safety service. Vulnerable residents and those for whom English is not the first language given confidence that their needs are understood and dealt with effectively.</p>

Recommendation 3B: *Ensure arrangements for appointments are consistently applied and publicised*

What Peabody will do	How Peabody will do this	What this means for residents
i) Linked to Recommendation 3A (i) above, implement a publicity programme to inform residents of the new repairs appointments structure. Completed - 30 April 2010	Provide residents with an improved appointments service based on their feedback on requirements. 2-hour appointment slots between 8am till 8pm weekdays and 8.00am – 1.00pm Saturdays. Details publicised in 'Engage' newsletter, in rent statements and on the Peabody website.	Residents will have clear information about the new arrangements for the repairs service and know what they can expect when reporting a repair
ii) Implement revised resident feedback /satisfaction measures aligned to the new maintenance contracts' service standards. To be done by 31 July 2010	A Resident Involvement Strategy (Maintenance) with provision for resident feedback will be aligned to the new maintenance contracts and will enable analysis of performance by all diversity strands. There will be more resident feedback to learn lessons and improve service.	Resident feedback will be used to measure effectiveness and quality of service and drive improvements.

Recommendation 3C: *Take steps to ensure customers are informed about the status of their repair*

What Peabody will do	How Peabody will do this	What this means for residents
Agree and implement a process for using information systems to maintain updated resident information about the status of their repairs. To be done by 30 June 2010	Provide clear and timely information available at any stage of a repair, including a proactive approach by Peabody and its contractors in keeping residents informed.	Residents will be kept informed about the status of their repair.

Recommendation 3D: Take steps to ensure repairs are completed to a high standard and on time by robustly managing contractor performance

What Peabody will do	How Peabody will do this	What this means for residents
<p>i) Develop and implement a robust contract, performance management and quality framework that is based on best practice that delivers a high quality of service to residents. To be done by 31 July 2010</p>	<p>There will be a clear contract management framework in place that also:</p> <ul style="list-style-type: none"> – Includes arrangements for post inspection and prompt identification and response on quality issues – Embeds Peabody's Customer First principles and approach to diversity into the arrangements <p>Staff involved in delivering the maintenance service will operate within a high performance culture and will be well-informed on how their overall performance compares with other service providers.</p>	<p>Residents receive an effective, high-quality, customer-sensitive repairs service</p>
<p>ii) Source and deliver comprehensive training in contracts management to all staff appropriate to their level of involvement. To be done by 31 July 2010</p>	<p>Technical staff and managers will be trained and equipped to robustly manage and enforce maintenance contract terms, delivering an appropriate balance between cost, performance and resident satisfaction.</p>	<p>Residents will receive an improved service in terms of quality, responsiveness and first-time fix.</p>
<p>iii) Source and deliver training in contracts management to involved residents. To be done by 31 July 2010</p>	<p>Residents will be trained in maintenance contract management so they can effectively participate in contractor performance monitoring.</p>	<p>Residents will be involved in contracts managements and able to shape the service.</p>
<p>iv) Deliver training to resident inspectors to enable them to carry out their role effectively. To be done by 31 August 2010</p>	<p>Residents will be trained to conduct inspections and feedback on service quality.</p>	<p>The service will be assessed from a customer viewpoint. The service quality will be maintained, leading to increased resident satisfaction</p>
<p>v) Implement a control process that records that all residents receive a copy of the Landlord's gas safety certificate Competed and in place from 31 March 2010</p>	<p>Establish a clear audit trail that confirms a resident's receipt of their gas safety certificate. Extend existing checks from inspectors to obtain a signed receipt.</p>	<p>All residents have a copy of a valid landlord's gas safety certificate for their home.</p>