

Housing Peer Review

Appendix 1

The results of the Housing Peer Review were discussed at the Employee Consultative Forum on the 26th January, 2010 and it was agreed that a further report be requested in 6 months time to ensure that the promised improvements in communication and engagement had been delivered.

	Issue identified in the Peer Review	Actions taken since the Peer Review	Next steps	comments
1	Inadequate communication and consultation in respect of HARP review	Communication between housing and unison and housing and GMB has improved. Both unions have been attending housing management meetings since the start of the year and housing is implementing a communications and engagement calendar designed to involve all staff in its Housing Ambition Plan (HAP) and other important issues as and when they happen.	Continue involvement and engagement.	Staff engagement in the HAP has been measured at the last two Housing Ambition events and staff have demonstrated a real commitment to the HAP.
2	The inadequate process shown in 1 above led to a deterioration in performance and a shortage of resources in some aspects of resident services.	A budgetary solution was identified to enable Access Harrow to take on some of the front line duties from resident services. This has enabled staff to focus more time on other duties. There has been noticeable improvement in rental management, gas servicing and other front line services	Staff from housing services and Access Harrow continue to monitor the service. Housing needs to identify the longer term savings required to fund Access Harrow to continue this work.	Progress is monitored and reported regularly to staff, residents, portfolio holder, senior officers and elected members. Performance has improved in all aspects

				of resident services since the Peer Review.
3	Need to improve communication between housing and the unions	Regular meetings take place and communication has improved.	Unison recognised the improved communication in a recent Unison newsletter.	The relationship and flow of information between housing and the unions is regular, thorough and prompt reducing the potential for dispute.
4	Need to improve communications between housing management and all staff	The communication and engagement calendar referred to in point one above has helped to improve communication between housing management and all staff. The Director has also undertaken several back to the floor exercises. A staff group is involved in the development of all Housing Ambition events.	To continue to engage the staff group in the development of all Housing Ambition events and to continually ask staff what they think, as part of that process.	
5	Need to develop a comprehensive improvement plan arising from the independent review of the service	The plan was produced over the Spring of 2010 and was launched as the Housing Ambition Plan in May 2010.	The HAP was approved by cabinet in July 2010. It is reviewed regularly and will need to be formally updated for 2011/2012.	
6	Need to develop a cultural change programme designed	The cultural Change Programme is part of the Housing Ambition Plan and is called Doing Things Differently. Staff	A resident survey is currently being undertaken to assess the satisfaction of tenants and	It is hoped that as the HAP is implemented satisfaction will

	to improve staff and customer satisfaction	demonstrate that they are doing things differently through their personal and team commitments. These are monitored and celebrated at Housing Ambition events.	leaseholders	continue to increase.
7	Need to ensure that future consultation exercises regarding recruitment follow the protocol for managing change	<p>There have been some recruitment exercises linked to the HAP and the transfer of staff from Property Services back to housing.</p> <p>Unison have raised a concern about one of those processes which is currently being discussed and will hopefully be resolved by the time ECF meets.</p>	As the HAP develops there will be a need to continually review the service.	Financial pressures facing the Council will require also require Housing to continually review the HAP.
8	Need to review risk management and in particular the management of stress risk assessments.	A new risk register has been created in recognition of the HAP and the heightened focus on health and safety issues.	No outstanding stress risk assessments. Now that permanent management team is in place, we are looking to go ahead with training on Stress Management for HGMT	
9	Need to progress the review of sheltered housing wardens.	This was a long standing action which has now been concluded to the satisfaction of staff and the unions	The review of Resident Wardens job description and grading is completed however the further review of the wider sheltered housing service, that will address the numbers of staff on short term contracts and modernise the service is about to start. Staff are	

			already engaged in the process and the Sheltered Residents Association and unions will be fully involved as the review progresses.	
--	--	--	--	--