

ISLAND HOMES - RESIDENT ROAD MAP

You've said:

You have told us that the things that worry you most at Island Homes are the delivery of key services, increasing resident involvement and under-representation of residents on the Board.

What we're doing:

A lot has already been done to improve our services and we hope that you are starting to see the improvements. This road map gives an overview of what we are already doing to improve our performance in those areas and what we plan to do over the coming year. If you have any comments or suggestions after reading this please let us know your thoughts.

We promise to involve you in the following ways:

1. Encouraging and promoting involvement of residents in all areas of service delivery
2. Involving residents in planning, monitoring and reviewing how services are delivered and in setting and checking standards
3. Consulting with residents in order to inform our decisions and set targets
4. Providing a wide range of ways to get involved in Island Homes' work to ensure that the views of the Island's diverse community are represented
5. Using feedback from residents to influence our service delivery plans
6. Being open and transparent with residents about our plans for the future, demonstrating how their views have informed our plans
7. Ensuring all residents and staff are treated with the highest level of respect and dignity regardless of age, gender, race, disability or sexual orientation
8. Providing training where applicable for residents to support them in their roles
9. Supporting residents to play an active part in the governance of Island Homes and the Group
10. Benchmarking services against other RSLs in the borough and across London

Key:  Delayed  Underway  Complete

Our Vision:

To work in partnership with you to develop an organisation that effectively delivers the services that you want and that meet with all regulatory requirements.

1. EFFECTIVE GOVERNANCE OF ISLAND HOMES

You've said:

Some residents have said that under the old governing structure they felt excluded. You would also like to see more resident members on the Board. **External assessments** and the Audit Commission Inspection Report highlighted that the old governance and management structures were costly, inefficient and in breach of regulation and that services to tenants were poor.

What we're doing:

TASK	MILESTONE	PROGRESS/TARGET COMPLETION DATE
1. Governance <ul style="list-style-type: none"> Complete Board of Management Appraisals to assess skills and experience of members in line with Group policy Develop and implement Board Training plan Implement governance review to ensure regulatory compliance Hold Board Away Day to agree future strategy Agree appointment process for additional resident board members 	<ul style="list-style-type: none"> Appraisals completed for all board members in adherence with Group policy Assess skills and experience of members to identify any gaps Training plan has been delivered Independent review of governance arrangements shows compliance with regulatory codes Following away day clear objectives for the association's future are in place Recruitment and selection process in place 	<ul style="list-style-type: none"> 20.3.09 Complete 20.3.09 Complete 20.6.09 Extended to include new Board Members 20.5.09 Completed 20.06.09 extended for new Board member recruitment 20.5.09 Completed 30.06.09 away day date changed to include new Board members Complete

<ul style="list-style-type: none"> • Define skills/experience required to complement the board • Advertise, select and recruit two additional resident Board Member co-optees • Increase resident representation on the Board 	<ul style="list-style-type: none"> • Skills and experience and gaps in current board member experience defined • AC action plan adopted and 1st quarter target signed off (20th March 09) • Appointment of two additional resident board members • A local Board is in place with resident members in the majority 	<ul style="list-style-type: none"> • 20.3.09 Complete • 20.4.09 Complete • 20.5.09 Compete 8.06.09 • 30.12.09 Complete January 2010
<p>2. Performance Management</p> <ul style="list-style-type: none"> • Benchmark against other RSLs in the Group as well as across London to establish KPIs and targets • Implement industry standard (HouseMark standard) methodology to produce accurate and valid reports • Benchmark using PIE,HouseMark for best practise • Monitor and review Customer KPIs • Customer KPIs reported to residents • Achieve regular KPI reporting • Achieve KPI targets • Achieve KPI data quality assurance 	<ul style="list-style-type: none"> • Industry standard KPIs and targets in place • Accurate and valid reports being produced monthly • Completion of group-wide review of KPIs • Benchmarking carried out on regular basis and best practise tools being adopted • Customer KPIs are monitored both by the Governing body and by residents • Customer KPIs reported to residents via quarterly newsletters • KPI reports are produced monthly • Achievement of or progression towards targets • Internal audits of systems and processes 	<p style="text-align: center;">Complete & Ongoing</p>

3. Audit Compliance <ul style="list-style-type: none"> Governing body performing in adherence with regulatory codes of practice 	<ul style="list-style-type: none"> Independent audit shows that governing body is performing in line with regulatory codes and industry best practice No schedule (I) issues 	<ul style="list-style-type: none"> 20.5.09 Completed 20.06.09 20.5.09 Completed 20.06.09
4. Improvement Plans <ul style="list-style-type: none"> Approve TSA action plan with governing body Agree Action plan with TSA Deliver Action Plan 1st quarter targets Use resident feedback from Consumer Panel and Maintenance Forum to inform Service Improvement Plans and contractor procurement Benchmark with other RSLs and carry out best practice review Deliver Group harmonisation and integration plans 	<ul style="list-style-type: none"> TSA plan approved by Board TSA ratify action plan TSA sign off first quarter actions Service Improvement Plans are published Feedback from the Maintenance Forum and Consumer Panels will inform selection process for contractors and will be fed into the service improvement plan. QHS benchmarking and best practise reviews complete and feeding into plans Group's integration and harmonisation plans are delivered 	<ul style="list-style-type: none"> Approved by IH Board 11.02.09; Group Board 24.3.09 30.3.09 Delayed due to content and format issues now complete 13.04.09 Evidence supplied, Sign off delayed now complete 20.5.09 Delayed following SNI inspection 20.5.09 Complete 30.6.09 Complete ongoing 20.11.09 Completed 20.03.09
5. Finance <ul style="list-style-type: none"> Agree budget for 2009/10 Monitor Income and Expenditure on quarterly basis Running costs of organisation do not exceed budgeted limits 	<ul style="list-style-type: none"> IH Board and Group Board agree budget for 2009/10 Board meeting agendas include standing item on Income and Expenditure and provide guidance on direction where applicable Organisation delivers services within budget 	<ul style="list-style-type: none"> Complete Complete and ongoing on quarterly basis 31.3.10 Complete

2. REVIEW OF GOVERNANCE STRUCTURES FOR ISLAND HOMES AND THE GROUP

You've said:

The Island Homes Board should include more resident members and should be more open and transparent. The Island Homes Board should have more of a say in groupwide decisions that have an impact on Island Homes and its residents.

What we're doing:

TASK	MILESTONE	PROGRESS/TARGET COMPLETION DATE
3. Review of IH Governing Body <ul style="list-style-type: none"> Review and analyse effectiveness of governing body 	<ul style="list-style-type: none"> Delivery plan achieved and good governance restored 	<ul style="list-style-type: none"> April 2010 Complete
4. Group Review of Governance <ul style="list-style-type: none"> Review of subsidiary and Group governance arrangements Review of resident board membership Full subsidiary participation in OHG group review of governance Explore and consult on new governance arrangements Implement new governance arrangements 	<ul style="list-style-type: none"> Review completed and recommendations circulated to all Boards Assessment completed of resident membership at Board level and recommendations circulated to board members. Agreed governance strategy for the Group Residents and stakeholders notified of new arrangements New governance structure in place 	<ul style="list-style-type: none"> May 2010 Complete May 2010 Complete June 2010 Complete July 2010 Complete Sept 2010 Complete

3. EMBEDDING RESIDENT INVOLVEMENT AND ENGAGEMENT

You've said:

The views of all residents on the Island should be used to shape service delivery at all levels. You would like to see a wide range of ways for residents to get involved, no matter how much or how little time they can spare. Community facilities should provide value for money and meet the needs of all residents in the local community.

What we're doing:

TASK	MILESTONE	PROGRESS/TARGET COMPLETION DATE
<p>1.Estate Agreements</p> <ul style="list-style-type: none"> • Work with TRAs to remodel estate management agreements into recognition agreements (Resident Involvement Framework) • Work with all groups in the local community to introduce neighbourhood plans which are inclusive of all residents (RIF) • Select members for a resident consumer panel (RIF) 	<ul style="list-style-type: none"> • New recognition agreements that document membership agreed with TRAs, signed and published. • Input obtained from diverse range of residents • New neighbourhood plans agreed by all groups and published • Resident involvement has increased and all communities are represented • Residents selected for consumer panel. Date for first meeting agreed. Is in place. Views of all residents are represented 	<ul style="list-style-type: none"> • 20.4.09 . Outstanding. • 20.5.09 Complete and ongoing • 20.5.09 Closed. To be replaced by local offers. • 20.11.09 Complete • 20.4.09 Completed 20.06.09

<p>2. Diversity Monitoring</p> <ul style="list-style-type: none"> • Establish and implement an agreed diversity policy for all projects, initiatives and schemes including TRAs • Introduce a robust monitoring process to review effectiveness and take up of projects, initiatives and schemes 	<ul style="list-style-type: none"> • Diversity policy in place for all funded projects, initiatives and schemes to identify which groups are benefiting and ensure processes are adapted to meet needs • Outcome of each project evaluated and fed into future plans • Take up and membership of projects, initiatives and schemes is representative of the local community 	<ul style="list-style-type: none"> • 20.11.09 Complete • 18.12.09 Complete and ongoing • 20.11.09 Complete & ongoing
<p>3. Increased Resident Involvement</p> <ul style="list-style-type: none"> • Establish a Resident Consumer panel to ensure that views of all residents are equally represented • Identify and engage with Special Interest Groups, the Island BWO, Dockland Outreach and the Chinese and Vietnamese Group. Community Investment Officer and Community Liaison Officer to set up Special Interest Groups following feedback from resident questionnaires, e.g. Senior Residents Group, Quality of Life Group, BAME Group. • Work with Maintenance Forum to obtain feedback of their experience as a service user • Encourage and promote various ways to get involved to ensure maximum number of residents are involved 	<ul style="list-style-type: none"> • Resident Consumer panel is in place and is representative of the diverse local community • Special Interest Groups identified and supported • Feedback is used to inform service improvement plans • Residents are involved in the selection of contractors • Regular promotion of various ways to get involved • Increasing numbers of residents involved in influencing future plans 	<ul style="list-style-type: none"> • 20.5.09 Complete 20.06.09 • 20.5.09 Complete and ongoing • 20.6.09 Complete and ongoing • 20.3.09 Complete and ongoing • 20.3.09 Complete and ongoing • 20.5.09 Complete and ongoing

<ul style="list-style-type: none"> Facilitate further resident engagement through use of an “external resident friend” to work with residents and Island Homes Appoint a resident mediator to work with residents Associations to address current conflicts. Agree terms of reference for each group with members 	<ul style="list-style-type: none"> Increased trust and improved relationship between the organisation and residents resulting in fewer disputes Resident mediator in place. All forums & groups are fully constituted 	<ul style="list-style-type: none"> Targets achieved on increased resident involvement. Resident mediator appointed October 09. 20.11.09 Complete
<p>4. Community Investment</p> <ul style="list-style-type: none"> Roll out Resident Involvement Framework including training courses for residents, resident database, resident surveys and setting up the Island Homes Regional Consumer Panel and Maintenance Forum and launching the Resident Involved Social Event. Establish funding application process Set up panel to assess applications and judge merits of each application and payment award Evaluate outcome and success of each application that receives funding Implement annual review of funding process and agree future funding priorities 	<ul style="list-style-type: none"> Resident Involvement Framework is in place and is fully understood by residents Accountable Community Investment policy is delivered and results are reported to the Board, Consumer Panel and Maintenance Forum The Regional Consumer Panel have an opportunity to review one service area at each meeting, which will be held every 10 weeks. A list of issues will be compiled at each meeting and annual report completed which will be linked into the service improvement plan Funding process in place Panel in place and judgement criteria agreed All projects funded serve needs of all groups within the local community Impact of funding assessed and used to develop future funding plans 	<ul style="list-style-type: none"> 20.11.09 Complete and ongoing 20.11.09 Complete and ongoing 20.5.09 Complete and ongoing 20.3.09 Complete 20.3.09 Complete 20.11.09 Complete and ongoing 20.11.09 Complete and ongoing

<p>5. Community Facility Management</p> <ul style="list-style-type: none"> • Consult with residents to assess level of usage of current community facilities • Understand financial arrangements of each group using community facilities • Assess cost for upkeep and maintenance of each facility • Develop a Community Facilities Policy that offers value for money for all residents 	<ul style="list-style-type: none"> • Level of usage assessed, documented and published • Financial assessment of all groups completed and publicised to residents and stakeholders • Cost to Island Homes residents fully understood and publicised to residents • Policy in place to ensure financially appraised use of community facilities that meets the needs and requirements of all groups in the local community 	<ul style="list-style-type: none"> • 20.11.09 Complete • 20.11.09 part complete - underway • 20.11.09 underway • 20.11.09 Draft Complete – out for consultation
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4. RESIDENTS HELP SHAPE THE DESIGN AND DELIVERY OF SERVICES

You've said:

As residents experience Island Homes' services first hand they should play a role in setting and monitoring standards and should be kept informed of performance against targets. The repairs service is poor and does not provide value for money. Contractors' response times and quality of work is below standard. Cleaning on your estates is not up to the standard you would like to see. Leaseholder services and the service charge setting are poor.

What we're doing:

TASK	MILESTONE	PROGRESS/TARGET COMPLETION DATE
1. Customer Standards <ul style="list-style-type: none"> Consult with residents on a new Customer Charter to ensure it fits their needs and agree monitorable standards Implement new Customer Charter Achieve published standards in current charter Agree and implement an Information Access Policy 	<ul style="list-style-type: none"> Following resident consultation, standards are agreed and charter finalised for publication Published Customer charter Monthly Customer charter KPIs QHS certification on access and information is achieved 	<ul style="list-style-type: none"> 20.4.09 Complete 20.5.09 Complete 20.3.09 Complete April 2009 Complete
2. Anti Social Behaviour <ul style="list-style-type: none"> Consult with residents to obtain their feedback on ASB on their estates Use feedback obtained to improve current ASB policy and partnership working 	<ul style="list-style-type: none"> Input obtained from residents used to improve ASB policy further New ASB targets are developed and are being achieved. Improved partnership working 	Complete and ongoing

<p>3. Estate Management Inspections</p> <ul style="list-style-type: none"> Consult with residents to agree Estate Inspection targets and a new monitoring process which will enable a 'you said-we did' culture 	<ul style="list-style-type: none"> New Estate Inspection procedure in place, including spot checks Monthly reports from cleaning supervisors developed and circulated to TRA Chairs for comment and monitoring Cleaning standards improved and residents satisfied with monitoring and reporting process 	<ul style="list-style-type: none"> 20.3.09 Complete 20.4.09 Complete 20.5.09 a full service review underway
<p>4. Leasehold Management</p> <ul style="list-style-type: none"> Following feedback from residents that leasehold management is poor, establish dedicated leasehold management team Review and improve all leasehold policies including service charge setting Consult with leaseholders to agree on new proposed procedures and Major Works capping process clarified In addition to the consumer panel, establish a communication strategy for major works to give all residents the opportunity to provide feedback and suggestions 	<ul style="list-style-type: none"> Completion of re-structure, new Leasehold Management Team in place Proposals for new policies drafted and circulated Input obtained from leaseholders New procedures finalised and capping process publicised New procedures are working effectively and targets met Leaseholders' views and feedback are included and feeding into plans via the all communication and consultation panels. 	<ul style="list-style-type: none"> Organisational restructure underway. New target date: 20.11.09 Complete 31.5.09 complete 30.09.09 20.3.09 Complete 20.4.09 Completed 15.08.09 20.5.09 completed 30.09.09 20.4.09 Complete and ongoing
<p>5. Asset Management</p> <ul style="list-style-type: none"> Set up a Resident Maintenance Forum which includes residents from each of the Group's subsidiaries and reviews procurement processes and discusses 	<ul style="list-style-type: none"> Residents have agreed the terms of reference and the forum is established Feedback from maintenance forum is used to 	<ul style="list-style-type: none"> Completed October 2008 Complete and ongoing

<p>maintenance performance</p> <ul style="list-style-type: none"> • Consult with residents on plans for maintenance to obtain their views and input • Deliver internal works programme to target and budget • Deliver external works programme to target and budget • Following feedback from residents that repairs service is poor, in particular response times, carry out increased After Care surveys for 3 months from June to September 09 to monitor customer satisfaction levels • Improve customer experience with call handling • Share customer satisfaction KPIs with Consumer Panel, Maintenance Forum and consumer panels 	<p>inform procurement process and service improvement plans</p> <ul style="list-style-type: none"> • A clear maintenance programme is in place for each subsidiary informed by residents • Completion of internal works programme to the satisfaction of residents within budget • Completion of external works programme to the satisfaction of residents and within budget • Build results of After Care surveys into Service Improvement Plans and discuss After Care findings with maintenance contractors. Report back action taken to residents • CCC achieving customer satisfaction targets and has received QHS accreditation • Consumer Panel, Maintenance Forum and Leaseholder receiving KPIs regularly and are providing comments, feedback and suggestions which are used to inform Service Improvement Plans 	<ul style="list-style-type: none"> • 20.4.09 Complete • 2010 • 2010 • 01.09.09 Complete • 20.5.09 Complete • Complete and ongoing
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