

## Rent Service Improvement Plan

Ref	Proposal and rationale	Specific action	Measurable outcome or benefit	Key milestones and dates	Resourced by	Start date	End date
1.1	<b>Update the strategic framework</b>	Ensure that the outcomes from this review, together with TBC's other planned improvements are captured in a service improvement plan	Service improvement plan Continuous improvement pathway	<ol style="list-style-type: none"> <li>1. <b>Produce service improvement plan</b></li> <li>2. <b>Arrange 6 weekly update meetings</b></li> </ol>	<b>Sue Philp Steph Norton and David Turner</b>	<b>Sept 16</b>	<b>2019</b>

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1.2	<b>Update the strategic framework</b>	Publish a rent and service charge setting policy	<p>Policy document, communicating local contextual and value for money considerations</p> <p>Clarity and transparency for residents regarding the rationale for setting rents and other charges</p>	<ol style="list-style-type: none"> <li><b>1. First draft created and Awaiting Legal advice</b></li> <li><b>2. Seek cabinet approval</b></li> <li><b>3. Staff training</b></li> <li><b>4. Put on the web</b></li> </ol>	<b>Sue Philp</b>	<b>Nov 15</b>	<p><b>Sept 18</b></p> <p><b>Oct 18</b></p> <p><b>Dec 18</b></p>
1.3	<b>Update the strategic framework</b>	Complete the project to depool and disaggregate service charges from rent.	<p>Clarity and transparency for residents regarding service charges</p> <p>Clarity for TBC on component charges and whether the actual costs of services are being recovered</p>	<ol style="list-style-type: none"> <li><b>1. Establish a Service Charge working group</b></li> <li><b>2. Allocate Work streams</b></li> <li><b>3. Arrange consultation</b></li> </ol>	<p><b>David Turner</b></p> <p><b>Sue Philp/Jackie Lea</b></p> <p><b>Leanne Allwood</b></p>		<p><b>April 16</b></p> <p><b>April 16</b></p> <p><b>April 16</b></p>

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1.4	<b>Update the strategic framework</b>	<p>Update the financial inclusion strategy. Build this with input from customers regarding priorities and service standards and include top level action plans that link to the more detailed service improvement plan</p> <p>NB The financial inclusion strategy could be incorporated into the proposed economic wellbeing strategy</p>	<p>Financial inclusion strategy, with summary, top-level action plan</p> <p>Service improvement plan</p> <p>Continuous improvement pathway</p> <p>Top quartile performance against KPIs</p>	<ol style="list-style-type: none"> <li>1. <b>Update the Financial Inclusion Strategy</b></li> <li>2. <b>Produce a smart action plan</b></li> <li>3. <b>Gather information</b></li> <li>4. <b>Meet with a tenant focus group</b></li> <li>5. <b>Produce a equality impact assessment</b></li> <li>6. <b>Produce a home cost booklet</b></li> <li>7. <b>Make available on the web and in hard copy</b></li> <li>8. <b>Arrange to display on Plasma screen in reception</b></li> </ol>	<b>David Turner/ Steph Norton</b>	<b>Dec 15</b>	<p><b>Oct 18</b></p> <p><b>Oct 18</b></p> <p><b>June 18</b></p> <p><b>July 18</b></p> <p><b>Oct 18</b></p> <p><b>Feb 16</b></p> <p><b>Feb 16</b></p> <p><b>Mar 17</b></p>

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1.5	<b>Update the strategic framework</b>	Carry out another rent impact assessment. The previous exercise and resulting report was very useful and informed service development	Updated rent impact assessment report  Learning points incorporated into the service plans	<ol style="list-style-type: none"> <li>1. <b>Update the rent impact assessment</b></li> <li>2. <b>Consider the findings and incorporate in service improvement plan</b></li> </ol>	<b>Julie Clempson</b>	<b>Dec 15</b>	<b>May 17</b>
1.6	<b>Update the strategic framework</b>	Consult with customers to define a set of SMART service standards for income management	Clear service standards published and monitored for compliance	<ol style="list-style-type: none"> <li>1. <b>Arrange staff focus group</b></li> <li>2. <b>Review with Tenant Involvement Group</b></li> <li>3. <b>Update</b></li> <li>4. <b>Forward to individual teams</b></li> <li>5. <b>Put on the web</b></li> </ol>	<b>Leanne Allwood</b>	<b>March 15</b>	<b>Jun 15</b>  <b>Jun 15</b>  <b>Jun 15</b>  <b>Jun 15</b>

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1.7	<b>Update the strategic framework</b>	Implement a policy and procedure for effective management of repair recharges, including payment in advance, effective recovery action and use of the small claims court where appropriate	<p>Documented policy and procedure</p> <p>Increased collection and reduced repair recharge debt</p> <p>Establishment of a payment culture amongst customers</p> <p>Increased cost recovery</p>	<ol style="list-style-type: none"> <li>1. <b>Rearrange the meeting to discuss the management of recharges</b></li> <li>2. <b>Update the recharge policy involve a tenant focus group</b></li> <li>3. <b>Take to TCG</b></li> <li>4. <b>Seek cabinet Approval</b></li> </ol>	<p><b>Tina Mustafa</b></p> <p><b>Sue Philp</b></p> <p><b>John Murden</b></p>	<p><b>2018/19</b></p> <p><b>2018/19</b></p> <p><b>2018/19</b></p> <p><b>2018/19</b></p>	

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2.1	<b>Promote a strong service identity</b>	Refresh the branding of the income management service at TBC to communicate and 'sell' the importance of income management. Establish a culture of payment and responsibility, sending the clear message, 'rent first'	Documents such as arrears letters, leaflets, website with greater impact	<b>1. Review rent letters</b>	<b>David Turner</b>	<b>Jul 16</b>	<b>Apr 17</b>
		Strengthen the arrears letters so that they have more visual impact and clarity regarding the consequences of non-payment	Awareness of the brand – advantages of maximising income for customers and the organisation and the consequences of arrears to all parties	<b>2. Renew leaflet</b>	<b>Julie Clempson</b>	<b>Apr 17</b>	<b>Jun 17</b>
		Update the TBC website, so that income management topics, facilities and resources are presented more clearly		<b>3. Update website</b>	<b>Leanne lee/Steph Norton</b>	<b>Feb 17</b>	<b>Apr 17</b>
2.2	<b>Promote a strong service identity</b>	Use rebranding as the basis for further arrears campaigns and to promote and publicise all aspects of the service			<b>Julie Clempson</b>	<b>Aug 17</b>	<b>Jan 18</b>

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2.3	<b>Promote a strong service identity</b>	Promote the positive impact that some aspects of the service such as advice with welfare benefit and budgeting, are having on individuals, households and the wider community	<p>Publication of the positive outcomes from TBC's interventions</p> <p>Increased take-up of services</p> <p>Positive impact on individual and collective wellbeing</p> <p>Evidence of value for money</p>	1. <b>Ensure quarterly monitoring reports are received and reviewed.</b>	<p>Sue Philp</p> <p>David Turner</p> <p>Steph Norton</p>	Apr 17	Mar 18
3.1	<b>Strengthen the performance management framework</b>	Baseline the current position using a broader range of measures and indicators. Use these to set SMART targets that cascade down to individual officer level.	<p>Documented performance management framework</p> <p>'As is' statement that can be used to present the current performance level and stretching targets</p> <p>Top quartile performance against KPIs</p>	1. <b>Reviewed KPI's in line with HQN's recommendation</b>	<p>Julie Clempson</p> <p>Steph Norton</p>	Apr 16	Apr 16
3.2	<b>Strengthen the performance management framework</b>	Consider applying for HQN accreditation for income management	<p>Accreditation award and positive promotion of the service</p> <p>Evidence of a robust challenge to service quality</p>		Sue Philp		Obtained Feb 2016

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4.1	<b>Manage demand to ensure that resources are targeted efficiently</b>	<p>Conduct a demand analysis of the service, so that waste can be eliminated and resources allocated appropriately</p> <p>Alongside this exercise, analyse the number of missed or dropped telephone calls and implement remedial action</p>	<p>Identification and elimination of waste</p> <p>Leaner operations and more efficient use of officer time</p> <p>Outcomes against performance indicators, including qualitative measures</p>	<ol style="list-style-type: none"> <li><b>Delivering Quality Services in Tamworth project</b></li> <li><b>Review the changes in 3 months</b></li> </ol>	<b>Tina Mustafa, Rob Barnes</b>	<b>Jul 16</b>	<b>Jun 17</b>
4.2	<b>Manage demand to ensure that resources are targeted efficiently</b>	Evaluate customer access to the service, including out-of-hours facilities, access to advice and the potential for more surgeries, etc	<p>Flexibility for customers and officers in service design and delivery</p> <p>Improved access to the service for customers</p> <p>Increased opportunities for engagement with customers</p> <p>Outcomes against performance indicators</p>	<ol style="list-style-type: none"> <li><b>Introduce Orchard system portal.</b></li> <li><b>Agile working</b></li> <li><b>Surgeries at sheltered schemes</b></li> </ol>	<p><b>Jackie Lea/Jane Wells</b></p> <p><b>Sue Philp</b></p> <p><b>Sue Philp Lee birch</b></p>	<p><b>Jan 16</b></p> <p><b>Apr 16</b></p> <p><b>Apr 17</b></p>	<p><b>Dec 17</b></p> <p><b>Jun 16</b></p> <p><b>Jun 17</b></p>
4.3	<b>Manage demand to ensure that resources are targeted efficiently</b>	Carry out regular customer satisfaction surveys for the income management service. Use the surveys to inform service design and development	<p>Increased opportunities for engagement with customers</p> <p>A clearer understanding of customer perception and preferences</p> <p>Evidence of value for money</p>	<ol style="list-style-type: none"> <li><b>Rent Satisfaction Survey</b></li> </ol>	<b>Leanne Lea Sue Philp</b>	<b>Apr 17</b>	<b>Jun 17</b>



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4.4	<b>Manage demand to ensure that resources are targeted efficiently</b>	Explore the potential for introducing modern apprenticeships within the income team.	Provides young people with training and employment opportunities  Provides the team with administrative support  Helps with succession planning	<b>1. Check feasibility/financial resources</b>	<b>Tina Mustafa Sue Philp</b>	<b>Sept 17</b>	<b>Apr 18</b>
4.5	<b>Manage demand to ensure that resources are targeted efficiently</b>	Reintroduce a specialist officer to manage FTA.	Efficient management of FTA against performance indicators  Reputation of TBC  Value for money and return on investment	<b>1. Review resources after DQS</b>	<b>Tina Mustafa Sue Philp</b>	<b>Jan 18</b>	<b>Apr 19</b>
4.6	<b>Manage demand to ensure that resources are targeted efficiently</b>	Explore the potential for supplementing the team with volunteers for activities in preparation for welfare reform.	Support for residents to access training and experience.  Supplementary support for the team on specific projects.  Opportunities to share messages through peers rather than from TBC.	<b>1. Identify Champions 2. Organise training 3. Joint articles on rent statements</b>	<b>Steph Norton David Turner Diane Hughes</b>	<b>Apr 18</b>	<b>Dec 18</b>

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4.7	<b>Manage demand to ensure that resources are targeted efficiently</b>	<p>Consider establishing the following roles within the tenancy sustainment/income teams:</p> <p>Specialist welfare benefit advice</p> <p>Health and wellbeing</p> <p>Fuel poverty/energy management</p> <p>Digital inclusion</p> <p>Employability (helping people to access employment and training opportunities)</p>	<p>A wider ranging service, responsive to local needs</p> <p>Practical measures to address specific issues affecting tenancy sustainment, eg, loss of job</p> <p>Enhanced preparation for further welfare reform</p> <p>Positive impact on individual and collective wellbeing</p> <p>Prevention of tenancy failure and therefore reduced cost</p> <p>Positive impact on customers' ability to maintain rent payments</p>	<p>1. <b>Delivering Quality Services in Tamworth</b></p>	<p>Tina Mustafa</p> <p>Rob Barnes</p> <p>Landlord services managers</p>	Apr 16	Dec 18
4.8	<b>Manage demand to ensure that resources are targeted efficiently</b>	<p>Refresher training for officers in using the Orchard system. In particular, focus on note keeping and the use of data fields rather than text notes where necessary</p>	<p>Improved case management and more efficient working</p>	<p>1. <b>Monthly Orchard meetings</b></p> <p>2. <b>Arrange training as identified</b></p>	<p>Jackie Lea/ Jane Wells</p>	Apr 16	Apr 17

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5.1	<b>Agree and implement strategic partnerships</b>	<p>Agree and document partnerships with health and social care providers</p> <p>As part of this exercise, explore the potential for earlier referrals to social services.</p>	<p>Documented agreements which define referral pathways, information sharing and joint working arrangements</p> <p>Improved outcomes for customers, especially vulnerable people</p>	<ol style="list-style-type: none"> <li><b>SLA Agreements with partners</b></li> <li><b>Monitor outcomes</b></li> </ol>	Tina Mustafa Sue Philp	Apr 18	Apr 19
5.2	<b>Agree and implement strategic partnerships</b>	<p>Work with partners to establish a local Credit Union or similar community banking service</p>	<p>A credit union or similar in Tamworth</p> <p>Improved access to ethical financial services for residents</p> <p>Positive impact on financial capacity, including maintaining rent payments</p>	<ol style="list-style-type: none"> <li><b>Consult with partners of feasibility of a local credit union or similar banking service</b></li> </ol>	Tina Mustafa Sue Philp	Apr 19	Apr 20
5.3	<b>Agree and implement strategic partnerships</b>	<p>Implement measures to monitor the effectiveness of partnerships</p>	<p>Regular liaison meetings</p> <p>Clear SLAs</p> <p>A partnership evaluation methodology</p>	<ol style="list-style-type: none"> <li><b>SLA Agreements with partners</b></li> </ol>	Tina Mustafa Sue Philp	Apr 18	Mar 19

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6a.1	<b>Implement operational improvements – arrears prevention</b>	<p>Measures to prevent arrears require attention, particularly with regard to pre-tenancy and sign-up activities. A payment culture must be established</p> <p>Rebalance the current letting process, so that risk of arrears is reduced and new tenancies have a greater chance of success</p>	<p>Amendments to the current voids and lettings procedure to ensure that risk is identified and managed</p> <p>Early notification of any risk and support issues to the income team so that they can target early intervention, including pre tenancy visits</p> <p>Promotion of a payment culture</p> <p>Outcomes against performance measures, including Fewer new tenants in arrears and a reduction in the average value of arrears in the early stages of the tenancy</p>	<ol style="list-style-type: none"> <li><b>1. Review pre-tenancy procedures</b></li> <li><b>2. Establish early payment structure</b></li> <li><b>3. Implement procedures to increase successful tenancies</b></li> </ol>	<p>Lee birch</p> <p>Jo Mallaband</p>	Jan 18	Dec 18
6a.2	<b>Implement operational improvements – arrears prevention</b>	<p>Before signing a tenancy agreement, carry out a full risk assessment of new tenants, including credit checks, examining affordability, determination of benefit entitlement, help with claiming benefit, access to advice (including budgeting and money management), help to address existing debt, etc</p>	<p>Pre tenancy risk assessment procedure</p>	<ol style="list-style-type: none"> <li><b>1. Introduce tenancy checks prior to allocating.</b></li> <li><b>2. Work with tenants on affordability.</b></li> </ol>	<p>Lee Birch</p> <p>Jo Mallaband</p>	Jan 18	Dec 18

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6a.3	<b>Implement operational improvements – arrears prevention</b>	Collect key information regarding the tenant and input on orchard system so that income officers can access it to help with case management. This includes method of payment, contact details, communication requirements and support needs	Enables targeted activity by income officers, earlier intervention and more efficient, intelligence-led case management  Enables greater flexibility on case management – any officer can take over a case with clear notes  Outcomes against performance measures, including Fewer new tenants in arrears and a reduction in the average value of arrears in the early stages of the tenancy	<b>1. Review information taken at sign up.</b>	<b>Lee Birch Jo Mallaband</b>	<b>Apr 17</b>	<b>Mar 18</b>
6a.4	<b>Implement operational improvements – arrears prevention</b>	Ensure that the rent account and payment card is ready for the start of the tenancy  Payment should be taken at sign-up and/or an HB claim completed	Reminder to all that this is TBC policy  Promotion of a payment culture  Reduction in arrears levels for new tenants	<b>1. Prepare to take payments at sign up 2. Seek approval from cabinet</b>	<b>Steph Norton, Julie Clempson, Jo Mallaband, Claire Keeling</b>	<b>Oct 16</b>	<b>Apr 18</b>

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6a.5	<b>Implement operational improvements – arrears prevention</b>	Consider involving the income team in pre-tenancy work. This may include contacting people prior to an offer to determine affordability and benefit issues and attending sign-ups	Enables targeted activity by income officers, earlier intervention and more efficient, intelligence-led case management Promotion of a payment culture Reduction in arrears levels for new tenants	<b>1. Review pre-tenancy procedures.</b>	<b>Julie Clempson</b>	<b>Dec 17</b>	<b>Mar 19</b>
6a.6	<b>Implement operational improvements – arrears prevention</b>	Increase the flexibility of DD payment options to any day and any frequency Consider incentives for encouraging customers to move to monthly payment in advance Consider moving to paperless DD	Improved customer service Promotion of a payment culture Reduced transaction costs Increased collection rates and a reduction in arrears	<b>1. Implement Paperless dd's</b>	<b>Jackie Lea Jane Wells Julie Clempson/Sue Philp</b>		<b>Jan 16</b>

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6a.7	<b>Implement operational improvements – arrears prevention</b>	Review all DD payers' accounts and where customers are paying in arrears; make arrangements to move their payments in line with the tenancy agreement. At the moment, DD payments in arrears are inflating the overall arrears levels	Enables more efficient arrears case management as officers can concentrate on those who are not paying  Improved customer service  Promotion of a payment culture  Reduced risk of higher-level arrears if a DD fails  Increased collection rates and a reduction in arrears	<b>1. Review DD payers</b>	<b>Julie Clempson Steph Norton David Turner All TSO's</b>	<b>Apr 16</b>	<b>ongoing</b>
6a.8	<b>Implement operational improvements – arrears prevention</b>	Monitor new tenancies carefully for the first few weeks. Any missed payments should be chased promptly, using personal contact rather than letters  Ensure that rent payment issues are addressed during the settling in visits  Consider assigning an officer to focus specifically on new tenancies	Enables targeted activity by income officers, earlier intervention and more efficient, intelligence-led case management  Improved customer service  Promotion of a payment culture  Reduction in arrears levels for new tenants	<b>1. Review targets 2. Look at resources after DQS for new tenancy monitoring</b>	<b>Tina Mustafa Sue Philp</b>	<b>Dec 17</b>	<b>Dec 18</b>

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6a.9	<b>Implement operational improvements – arrears prevention</b>	Ensure that rent accounts are checked and action taken whenever a customer calls TBC with an enquiry, especially repairs	<p>Opportunities taken to engage with customers, take payments and address any issues</p> <p>Reduced escalation of cases in arrears</p> <p>Earl identification of any issues</p> <p>Promotion of a payment culture</p>	<b>1. Delivering Quality Services in Tamworth</b>	<p>Tina Mustafa</p> <p>Rob Barnes</p> <p>Landlord services managers</p>	July 16	Dec 17
6b.1	<b>Implement operational improvements – arrears case management</b>	<p>Aim to move to a more proactive approach to arrears management - Maximise use of the telephone, text messages and out of hours visits to target and respond to missed payments rather than arrears levels.</p>	<p>Clearer, quicker, more effective contact with customers</p> <p>Promotion of a payment culture</p> <p>Outcomes against performance indicators</p>	<b>1. Continually assess methods of contact for efficiency and value for money and to increase rent collection.</b>	Sue Philp	Apr 16	Apr 17



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6b.2	<b>Implement operational improvements – arrears case management</b>	Review all existing instalment arrangements to ensure that they are being maximised – could some customers now afford to pay more?	Promotion of a payment culture  Outcomes against performance indicators	<ol style="list-style-type: none"> <li>1. <b>Bi monthly monitoring</b></li> <li>2. <b>Identify if some customers could be paying more</b></li> <li>3. <b>Advise TSO's to contact those who can pay more</b></li> <li>4. <b>Confirm new agreements with tenants</b></li> </ol>	<b>Julie Clempson</b> <b>Steph Norton</b>	<b>Apr 14</b>	<b>Ongoing</b>

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6b.3	<b>Implement operational improvements – arrears case management</b>	Implement a more disciplined approach to agreeing instalment arrangements	<p>All new arrangements based on income and expenditure, balancing recovery of the arrears as quickly as possible, with affordability</p> <p>Written agreements to support arrangements and plans to formally review any arrangement every three to six months. Any missed payment is chased immediately and failed arrangements move to the next stage of recovery</p> <p>Promotion of a payment culture</p> <p>Outcomes against performance indicators</p>	<b>1. Staff training</b>	<b>Julie Clempson Steph Norton</b>	<b>Apr 17</b>	<b>ongoing</b>
6b.4	<b>Implement operational improvements – arrears case management</b>	Consider a review of the current FTA debt portfolio and write-off policy to ensure that unrecoverable debt is identified and written-off in a prompt and timely	<p>Write-off any residual, unrecoverable debt</p> <p>Update the write-off policy and procedure to ensure that in future, any unrecoverable debt is written off in a prompt and timely fashion</p>	<ol style="list-style-type: none"> <li><b>1. Ensure write off's are pursued monthly</b></li> <li><b>2. Update write off policy</b></li> <li><b>3. Take to TCG</b></li> <li><b>4. Seek cabinet approval</b></li> </ol>	<b>Julie Clempson  Sue Philp</b>	<b>Apr 17</b>  <b>Apr 17</b>  <b>Jul 18</b> <b>Oct 18</b>	<b>Ongoing</b>  <b>Apr 18</b>  <b>Oct 18</b> <b>Nov 18</b>

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6b.5	<b>Implement operational improvements – arrears case management</b>	Implement measures to prevent FTA. When a termination notice is received, use pre-termination visits to address arrears issues	Promotion of a payment culture  Outcomes against performance indicators, including reduced FTA	1. <b>Ensure a visit is made to all tenants who give notice ensuring they know their rent account must be clear and gaining a forwarding address</b>	<b>Housing Options Officers</b>  <b>Tenancy sustainment officers</b>	<b>Apr 17</b>	<b>Ongoing</b>
				2. <b>Former tenants' arrears letters to be sent as soon as the tenancy ends.</b>	<b>Tenancy Sustainment Assistants</b>	<b>Apr 16</b>	<b>Ongoing</b>

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