

Short Notice Inspection

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Or

“Oh no, what do they want now?”

Or

“Submit the improvement plan by when?”

Or

“But I’m on holiday next week!”



Objectives: the next 60mins

- Provide a context and background to SNIs
- De-mystify the process: what to expect
- The story so far: areas typically inspected
- Key findings from the first 10-months
- Examine some pointers toward preparation
- Consider what's still to come
- Encourage discussion and share knowledge

Why SNI: the background

- Reduces regulatory burden upon HAs
- Gets HAs to focus more on service improvement, NOT preparation or swotting
- Sees services as they really are
- Discourages 'coasting' between inspections
- Achieves more inspections for same cost
- Reduces cycle from 5-7 years to 3-years
- Focuses on the weaker performing services

SNI: the story so far...

- Changed approach to SNI: targeted areas only (the weaker performing services)
- Focusing on outcomes to drive service improvements
- Improving leadership of Board to champion:
 - access & customer care
 - diversity
 - value-for-money

SNI: the story so far...

- No * ratings: only strengths vs. weaknesses
- Complements, but does NOT replace Standard Service Inspections
- Less disruptive + shorter stress period?
- Weaker HAs to date, but 2* and 3* to follow where performance has dipped
- Generally no organisation wide corporate approaches examined - service areas only
- Emphasis broadly on repairs/asset management and resident involvement

So what's the difference?

SNI

VS

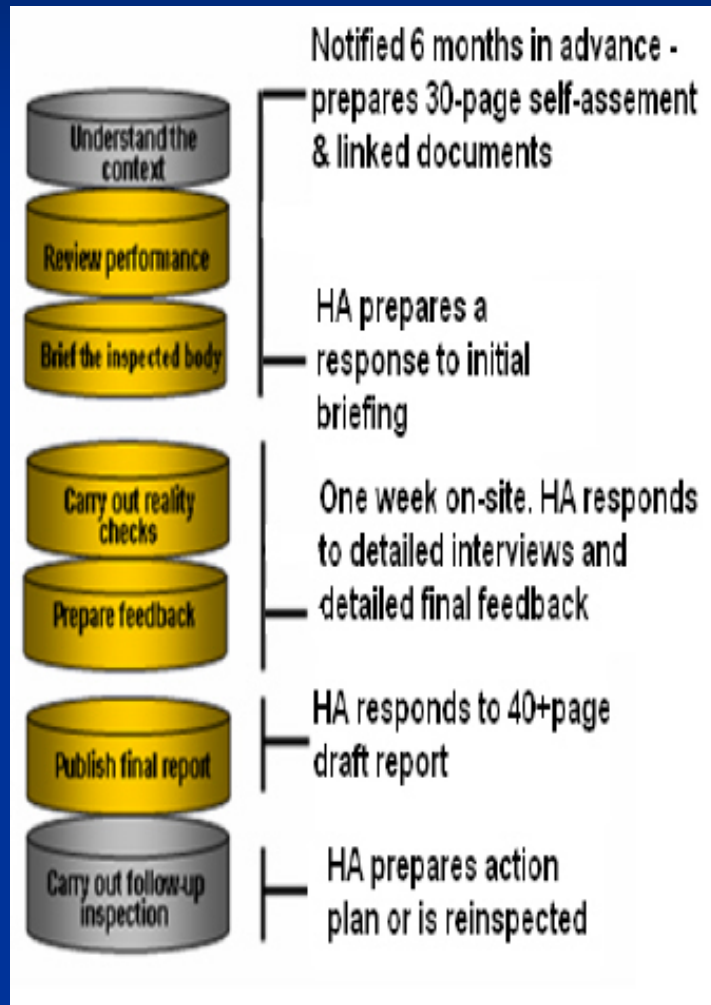
Standard Inspection

- Intense experience – but mercifully brief?
Or
- Plenty of time to prepare, but dominates everything for months?



- Audience Experience?
- How many have experienced both?

Standard Inspection:



- 6 months advance notice
- 1-2 weeks on-site inspection process
- Key Lines of Enquiry (KLOE) focussed
- All areas of service delivery inspected simultaneously
- Overall star rating judgement (0 to 3 stars)
- Overall 'prospects for improvement' judgement
- Report published following response and round table meeting with AC

Short Notice Inspection:

Key Events of Pre-inspection Phase (5-days)

- Day 1: Initial notification telephone call from AC + assemble local team + handle comms.
- Day 2: Email mandatory documents to AC + agree timetable with AC
- Day 3: Email optional documents & populated timetable to AC
- Day 4: Additional prep. time: contact residents + local facility arrangements
- Day 5: Additional prep. time: de-brief strategy & local coaching requirements

Short Notice Inspection:

Key Events of Inspection Phase (3-days on-site)

- Day 1: Meet Principal Inspector from AC to hear initial assessment + list of AC questions
- Day 2: Local interviews with AC Team
- Day 3: AC provides initial feedback: HA identifies where more evidence is reqd. + decides how to present to AC

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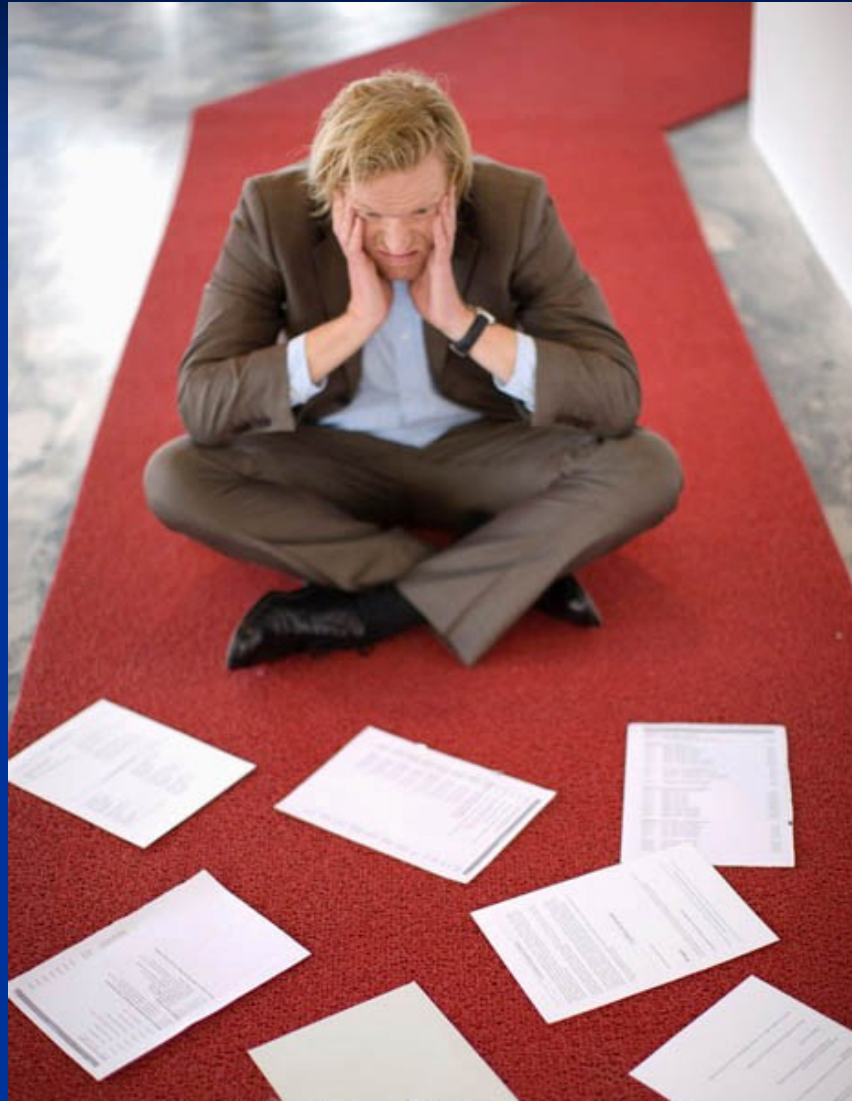
Post Inspection Period:

- Feedback from AC to HA: 2-days for response
- AC produce 10-page report within 8-days of on-site inspection for HA response
- Round-table meeting: HA/TSA/AC within 3-weeks
- Final service area report provided to HA
- Letter from AC to residents on outcomes
- HA drafts improvement plan & consults with residents within 2-months
- AC issues 'Prospects-for-Improvement' score
- TSA monitors implementation of HA plan

5 x mandatory docs for AC:

- Most recent performance report to Board
- Most recent performance report to Tenants
- Service improvement strategy & progress report i.e. service specific action plans
- Relevant info used to manage your performance: KPIs/SMT Reports etc.
- Most recent 'resident impact assessment' for the services being inspected

+ 5 optional docs:



But which would you choose?

5 x optional docs for AC



- No single right answer: depends upon areas to be inspected, but can typically include: -
 - ✓ HA Business Plan
 - ✓ Storyboards for each department
 - ✓ Resident information
 - ✓ Policy/Service development narratives
 - ✓ Evidence packs to support each service area x 3?
- + self-assessments for areas to be inspected (these are not counted!)

SNI to date: Who, What & Where?



- 27 SNI reports to November 2009
- Responsive Repairs 63%
- Voids/Lettings: 52%
- Gas Servicing 48% (inc. all response repair)
- Resident Involvement: 37%
- Major Works: 22%
- Income Management: x 2 only
- Aid & Adapts/Service Charges: x 1 each
- Key findings: see HQN publication (Jan '10)

Maximising Your Preparedness



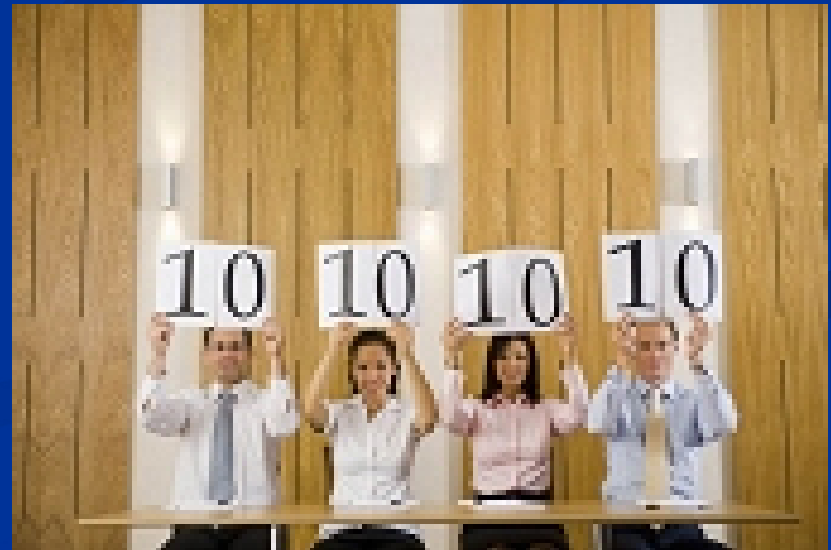
Areas of SNI interest:

- Access & Customer Care
- Diversity
- Value-for-Money
- Resident Involvement
- Responsive Repairs
- Gas Servicing



Areas of SNI interest:

- Asset Management (Major works/DHS)
- Aids & Adaptations
- Voids & Lettings (Empty Homes)
- Tenancy & Estate Management
- ASB Management
- Income Management
- Leaseholder Services



The 3 x cross-cutting areas:

- Access & Customer Care (A&CC)
- Diversity
- Value-for-Money (VFM)



A&CC: Examples



- Consistency of service: same everywhere?
- Website: up-to-date/accurate/friendly?
- On-line repair reporting/self diagnosis
- Appointments: 2-hour slots + evening & weekends? How are they publicised?
- Appointment reminder: via phone or text?
- Residents routinely informed about progress of jobs?
- Satisfaction levels: >80% minimum + high return rate?
- Customer care training: staff + operatives?

Diversity: Examples



- Customer profile info: hold data & effectively use to shape service outcomes
- Know which residents do not access your services?
- Diversity training for staff + operatives?
- Contractors: clear diversity expectations for residents
- Equality Impact Assessments: are these available?
- Satisfaction surveys: are these analysed by diversity strand?

VFM: Examples

- Repairs benchmarking expected
- Costs: below average anticipated
- DLOs: Robust external benchmark reqd.
- Timely void repairs
- Planned vs. Responsive = 60:40 min.
- Low use of emergency repairs: <15%
- Low use of pre-inspections <5%
- Stretching VFM targets moving forwards
- Effective procurement strategy in place
- Partnering + supply chain efficiencies
- Expenditure profile analysis/response



Are You Now Fully Prepared?



Preparation:

No 'one size fits all' but some potential approaches/observations:

- Ensure all actions from previous inspections have been completed
- Sound, advance prep. is even more important than for traditional inspections
- Have a 'plan' of action in place (scramble plan) + documents available 'on-the-shelf'
- Produce a 'document assembly' list to ensure each service area is robustly documented

The 'Scramble Plan'?





Purpose of a Scramble Plan:

- Define key roles within the HA SNI team
- Identify resources reqd. to meet SNI
- Map critical events: pre-insp. period (5-days)
- Map critical events: during SNI (3-days)
- Manage resident/staff/Board comms.
- Manage logistics of the SNI:
 - ✓ Prep. & release of documentation to AC
 - ✓ Office space & site visits
 - ✓ Briefing/de-briefing of interviewees

So What Comes Next?



- SNI Pilot underway for ALMOs & LAs
- Most inspections will now be targeted SNIs
- TSA role:
 - ✓ Identify who is to be inspected
 - ✓ Increased focus upon resident outcomes
 - ✓ Attention to local standards in future
- New TSA regime Oct 2010 (pub. July '10):
 - ✓ Greater emphasis on landlord relationship with residents
 - ✓ Against 6 new standards (consultation until Feb '10)
 - ✓ Aligned, slimmed down KLOEs

Summary of actions:

- Start preparing now: too late when AC notify!
- Assemble an SNI team, brief your staff & begin work now!
- Engage at Board level for resources & capacity to:
 - ✓ Produce a suite of 'SNI Ready' documents
 - ✓ Develop KPI reporting to show trends
 - ✓ Document ALL resident involvement opportunities
 - ✓ Establish robust VFM measures/benchmarking standards
- Decide if you need external help to prepare for SNI? (via a 'critical friend')

Summary of actions:

- Review format of SMT/Board reports to tell the story
- Anticipate AC 'mystery shopping': initiate your own locally with residents now?
- Systematically record your service improvement journey: Board & SMT reports?
- Carry out regular Resident Impact Assessments
- Carry out regular Equality Impact Assessments

Any questions?

**...and finally
before we leave**

Further Information:



- 'Fundamental review of inspections to support new housing standards' - Press Release (TSA Web Site, 16 December 2009 - Ref: TSA 60/09)
- 'Learning from Short notice inspections' – Julie Watts, Audit Commission Acting Lead Inspector (South East). Presentation at HouseMark conference, Swindon, 7 October 2009
- 'Short Notice Inspections: Analysis of reports to August 2009' – HouseMark Knowledge Management Team (September 2009)
- 'Short Notice Inspections: the first 9 months' – John Wheeldon, HQN Report (January 2010)

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