

HOME OWNERSHIP SERVICES

Business Improvement Plan

2006 - 2009



foreword

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1.1 Overview

Home Ownership Services deals with the administration of the Council's residential leasehold portfolio. This means that we consult leaseholders on service charges, calculate bills, issue service charge demands, and then take the necessary action to ensure those charges are collected. We also deal with a wide range of related issues such as freeholder service charges and Right To Buy sales.

The day-to-day management of the stock portfolio falls to Camden's five District Housing Offices. They ensure that services such as caretaking are provided and problems such as anti-social behaviour are dealt with quickly and effectively. The repairing needs of the stock are dealt with by the Renewals Division. This includes the ordering of responsive repairs, cyclical maintenance programmes and the delivery of the capital programme.

Camden's ambition is to operate the best large scale, mixed-tenure leasehold management service in the country. This means that we will aim for excellent performance in all areas of operation and seek to bring about high levels of leaseholder satisfaction and low rates of service charge arrears.

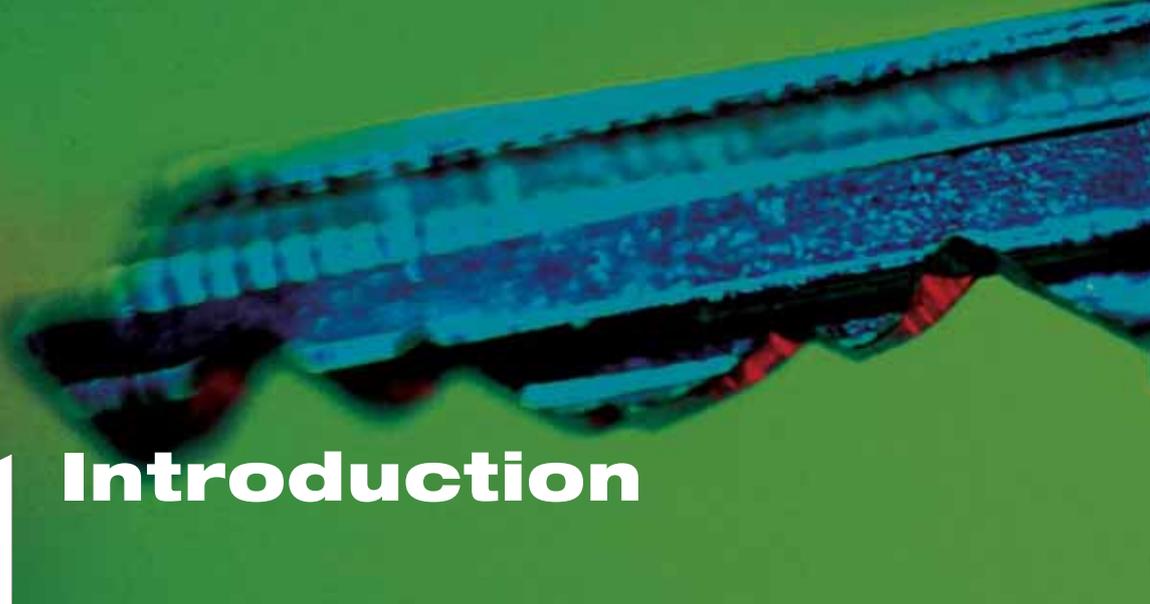
In order to achieve this ambition, Camden recognises that it will need to work with all its stakeholders to deliver service improvements across a range of activities. This Business Improvement Plan sets out how Home Ownership Services will be approaching this challenge over the next three years.

Although the focus of the Plan is on Home Ownership Services, an emphasis has been placed on a "whole system" approach. This means that the Plan sets out how Home Ownership Services will be working with other stakeholders (both internal and external) to ensure the best possible outcomes and deliver continuous improvement.

1.2 Mission Statement

Camden Home Ownership Service wishes to become:

- The best large scale, mixed-tenure leasehold management service in the country



Introduction

- To provide a range of quality services for its customers with the highest standards of customer care

1.3 Objectives

- To have this Business Plan agreed and implemented by April 2006
- To annually review the Plan with our customers to ensure that it remains relevant
- To ensure that the Business Improvement Plan delivers real and measurable improvements in the service which we provide to customers

1.4 Keys to Success

- The Plan is recognised by all external and internal customers and Home Ownership staff as the vehicle for delivering agreed priority projects
- That service development processes which fall across Home Ownership are tackled together and not in isolation
- All staff are fully committed to improvement of the quality of the business via the Plan
- Senior departmental managers are dedicated to improving the process across the process chains

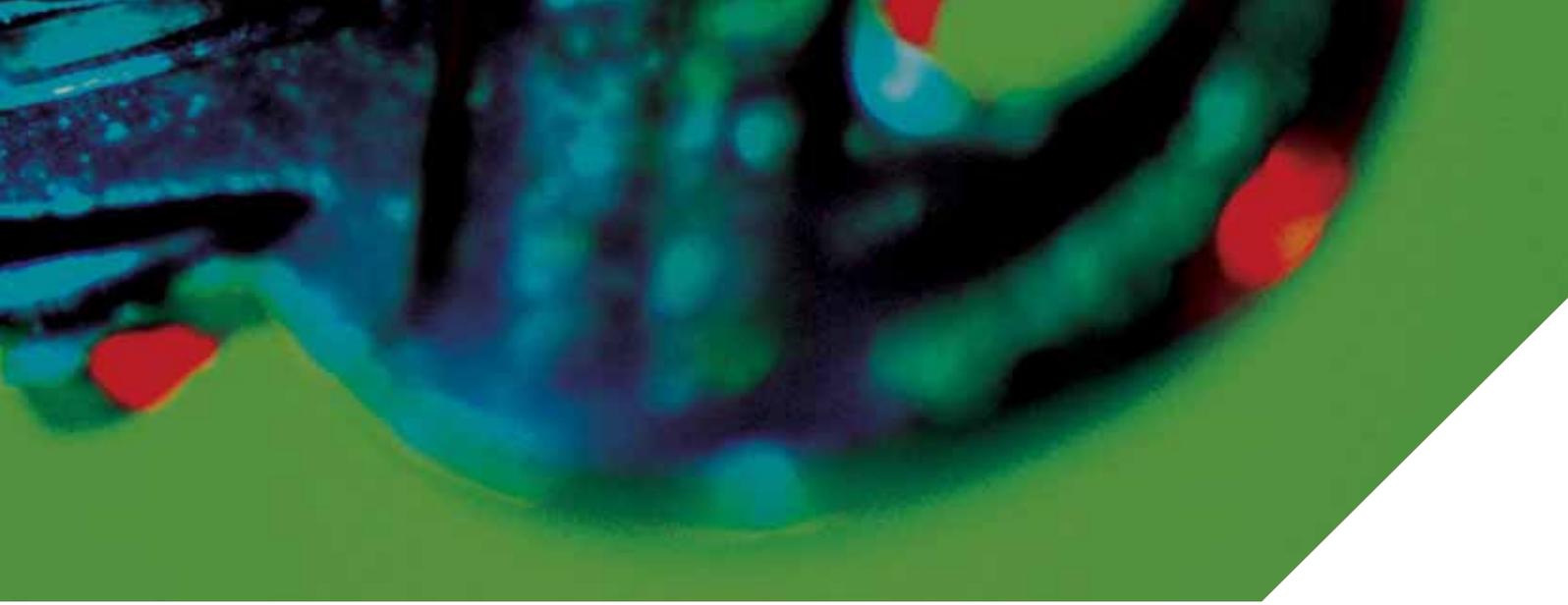
1.5 Wider Environment

Full details of the general Camden environment can be found in Camden's Community Strategy. Please see the Appendix for locations for the strategies referenced.

1.6 Housing Strategy 2005-2010

Full details of Camden's general approach to housing within the Borough can be found in Camden's Housing Strategy 2005-2010. The Business Improvement Plan fully embraces the service improvement spirit of the strategy.

There are currently more than 9,000 leaseholders (and freeholders) in ex-Council stock.



The Home Ownership Service is broken down into five service areas:

- Sales
- Finance & IT
- Management & Income
- Works & Consultation
- Leasehold & Administration

2.1 Sales

The Sales team administers the procedure for the Right To Buy, enabling qualifying secure tenants to purchase the property they live in with a discount under the RTB legislation. This team also administers the House Purchase Grant Scheme which helps Council tenants to buy in the private sector, freeing up valuable social housing.

2.2 Finance & IT

The Finance & IT team accurately calculates estimated and actual revenue service charges, liaising with all of the relevant departments to ensure that information is provided on time. They also administer processes such as the debtors system, matching payments to the correct invoices.

2.3 Management & Income

The Management & Income team recovers all estimated and actual revenue and capital service charges invoiced. This team also provides an advice and investigation service for those customers making enquiries about their bills.

TWO

Home Ownership Services

2.4 Works & Consultation

The process of providing major works to leasehold properties is bound by a great deal of complex legislation and constantly evolving caselaw. The Works & Consultation team bring specialist knowledge in servicing the leasehold element of capital works contracts passed onto them from Renewals and calculating leaseholders' bills.

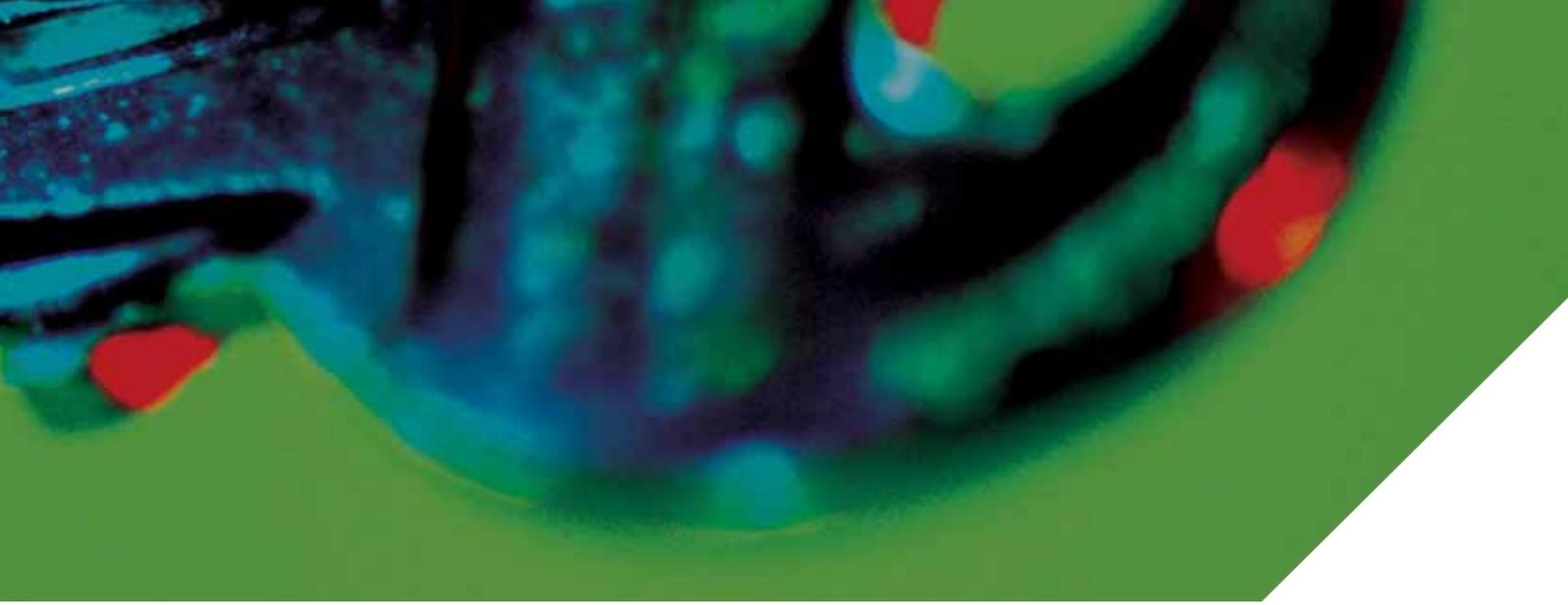
The Works & Consultation team also advise and guide other sections within the Council on the leasehold element of the works process, and issue consultation notices as required by legislation. They will answer enquiries from leaseholders on the quality of the works and enquiries concerning the estimated and finalised accounts.

2.5 Leasehold & Administration

The Leasehold & Administration team covers two distinct areas of work.

The Leasehold team provides a specialist service covering the ongoing management of Camden's various lease types. It also manages policies such as the disposal of freeholds under enfranchisement legislation.

The Administration team provides admin support and services to all of Home Ownership, including post distribution and monitoring, stationery ordering and Personnel issues. We understand the important role our internal and external customers play in shaping our business, helping us to provide the level and quality of services which they wish to receive.



We are committed to involving our stakeholders in developing our services, through the projects in the Plan.

3.1 Internal stakeholders

Our internal stakeholders are:

- Elected Members
- Renewals Division
- District Housing Offices
- Performance & Quality team
- Business Services Group

3.2 External stakeholders

Our key external stakeholders are:

- Leaseholders & freeholders – our main customers
- Tenants – in respect of RTB services and as beneficiaries of income
- Audit Commission – our regulatory inspectors
- ODPM - making regulations and providing guidance to the service

Three

Stakeholders

3.3 On-Going Consultation - New frameworks & approaches.

Home Ownership services have introduced a mix of on-going consultation and an annual review process to support the Plan.

As a project in the Plan, Home Ownership is looking to develop a new framework to reach those leaseholders who have not historically become involved with the service.

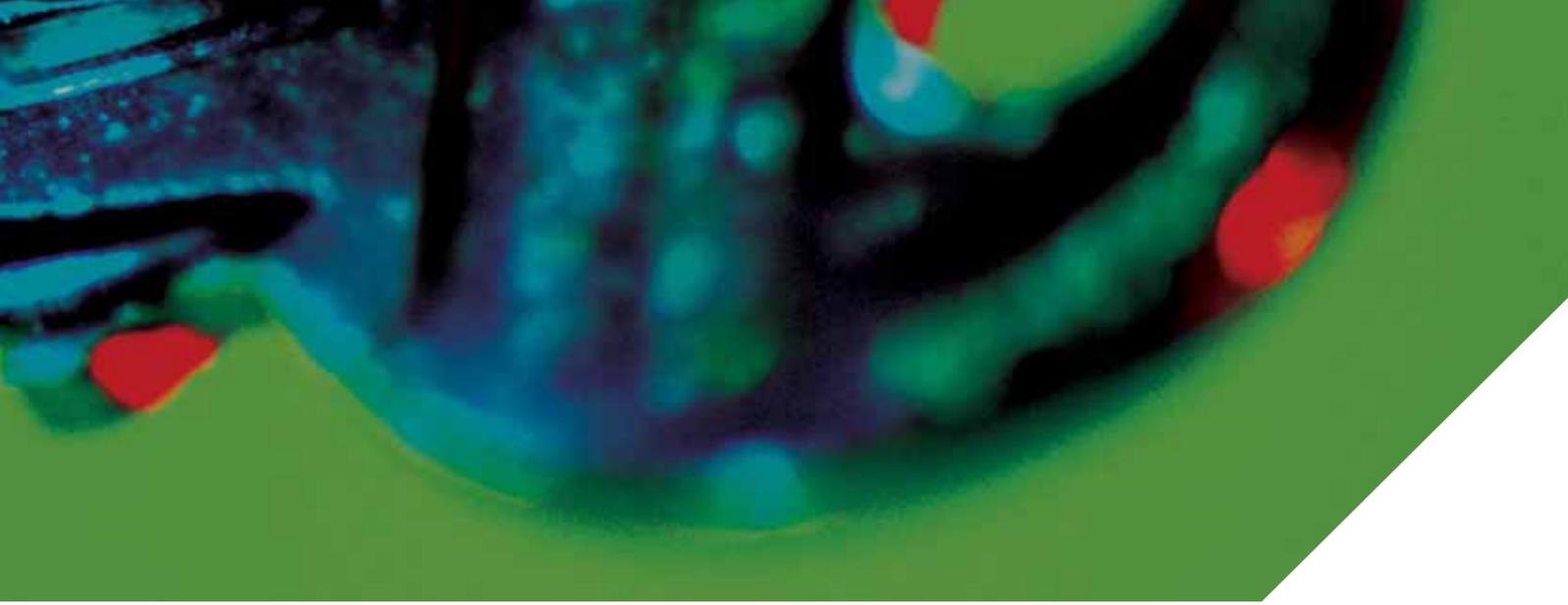
We have also developed a new customer participation framework which will allow our customers to be involved with service improvement as much or as little as they wish.

Home Ownership Services have established new communication networks both with our internal and external customers. This is part of the drive behind our continuous improvement framework.

3.4 Staff

Camden Home Ownership places a great emphasis upon the importance of its staff in delivering a quality service and in delivering continuous improvement.

We aim to recruit only the best staff, testing for quality and continually monitoring, challenging and encouraging them to improve. We insist that they are committed to quality from the start of their time with Camden.



4.1 Methodology

To identify the projects which form the Business Improvement Plan, we took the following steps.

- Reviewed all previous inspection reports, audit reports and other relevant internal reports.
- Read extensively on the government's perspective and proposals on improving efficiency through the use of 'systems thinking.'
- Carried out a process mapping exercise for Home Ownership Services and carried out analysis events to identify areas of substantial weakness and strength.
- Self-tested our services against the Audit Commission's Key Lines of Enquiry for Home Ownership to identify areas of weakness.
- Identified Best Practice from a wide range of sources, including Audit Commission Inspection Reports, the HouseMark websites and best practice emerging from research and other sectors.
- Asked our staff to identify areas where processes were inefficient and where others parts of the process chain (outside of Home Ownership Services) caused them difficulties.
- Reviewed a selection of Complaints to identify any learning points
- Carried out focus groups with internal customers, such as renewals and Elected Members.
- Asked the Leaseholders' Forum to comment upon our improvement agenda and make suggestions as to priority or issues which are important for them but are not tackled within the improvement plan.

FOUR

The Business Improvement Plan

4.2 The Plan

The Business Improvement Plan has been designed to deliver a continuous stream of improvement to Camden's Home Ownership Services.

The Improvement Plan is a 'living' plan, containing a wide range of corporate and departmental priorities and our external and internal customer's priorities.

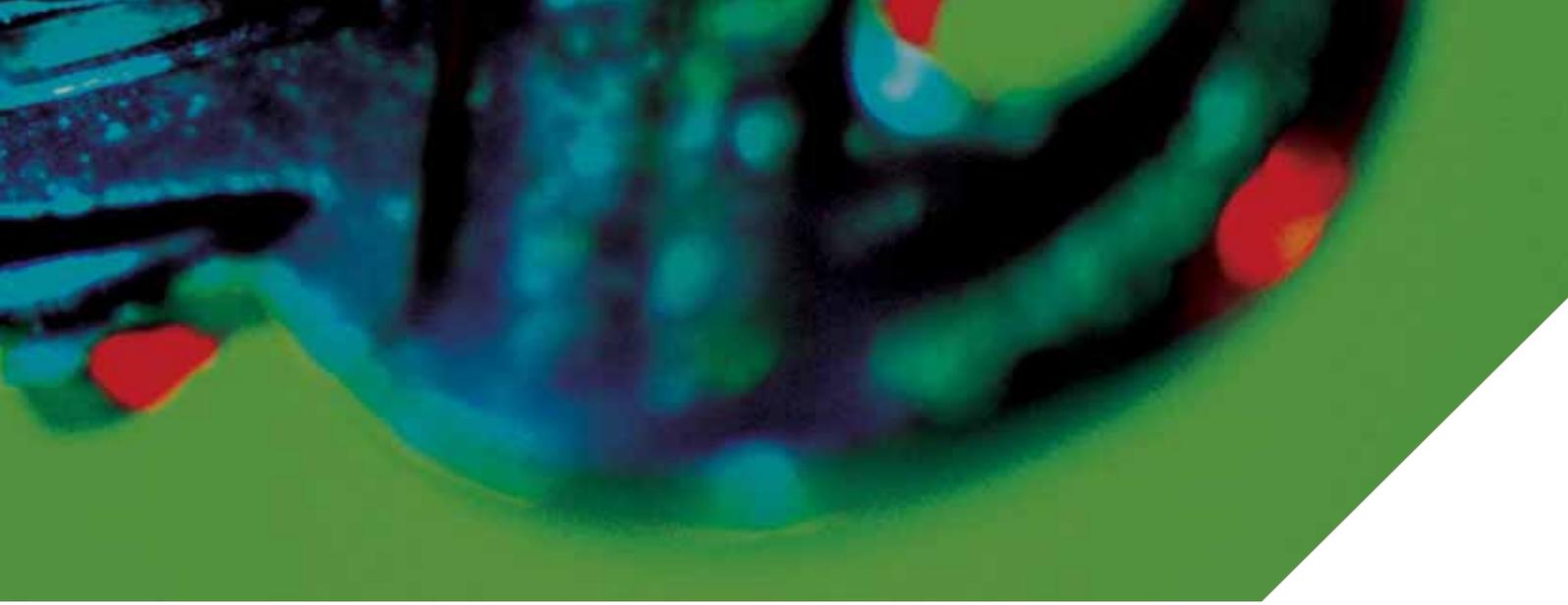
It is initially a 3-year plan, with an annual planning and review process built in, to ensure that it is flexible enough to meet the highly fluid public sector operating environment. This will ensure that it remains relevant to our customers.

The plan has been broken down into 6 project types:

- Foundation
- Customer facing
- Diversity
- Internal Communications and data transfer
- Staffing initiatives
- Process chain initiatives

The projects under each heading have been identified after a wide-ranging consultation exercise with internal customers and a range of external customers.

The annual planning session will allow us the flexibility to respond to any future changes in legislation or to meet the requirements arising from new case law.



4.3 Frameworks to support the Business Improvement Plan

During this process we identified that Home Ownership required a framework to support the management of projects on the Business Improvement Plan and feedback from customers to ensure that the outcomes from projects reflected their needs.

4.3.1 Project Management Framework

To this aim we have introduced a new project management framework, consisting of project reporting mechanisms and reviews to assess progress. We expect this framework to be robust enough to support the Plan and to react to our dynamic operating environment.

4.3.2 Feedback

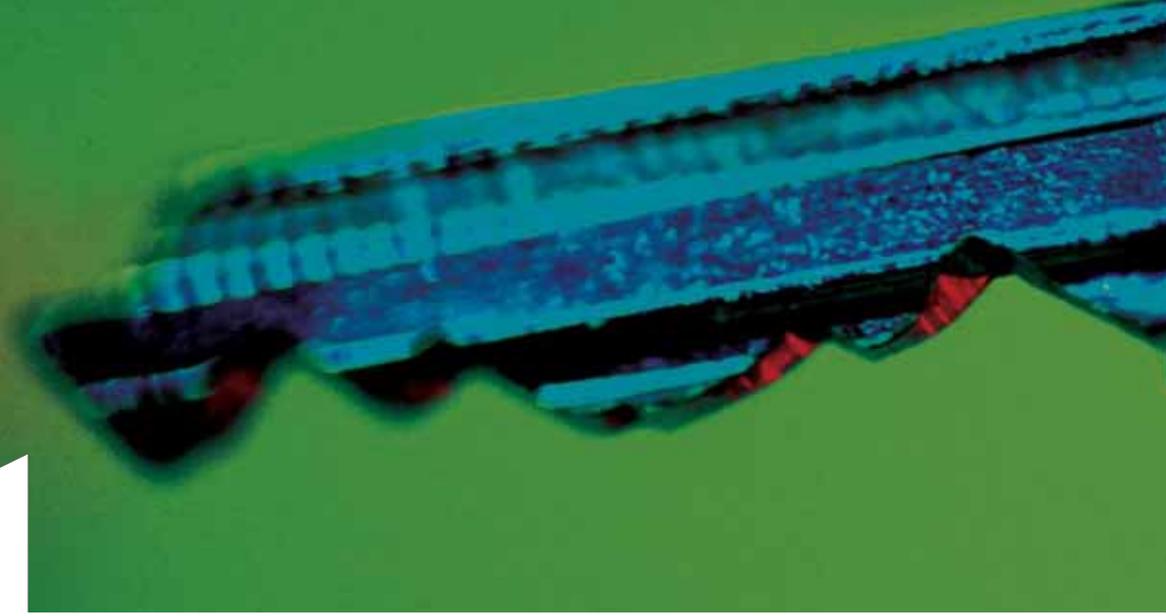
We have introduced a new internal feedback e-mail address to ensure that ideas and problems encountered by staff are forwarded to the management team as quickly as possible, so that they may take any corrective action.

4.3.3 Menu of Participation

To support the Plan, we understand that we need to provide our customers with the services they wish to receive. With this in mind we have introduced a new participation framework which extends the scope and depth of consultation. We are actively involving our customers, making them a part of our decision making process. This will ensure that as the projects in the Plan are progressed, our customers will shape their outcome.

4.3.4 Leaseholders' Forum

We also wish to strengthen our customers' understanding of how we are performing and enhance their ability to challenge us on performance. We will be working to develop the Leaseholders' Forum to adopt this critical friend approach.



5.1 Managing Projects in the Plan

Home Ownership activities are planned well in advance, but our dynamic external operating environment means unforeseen factors requiring an immediate response occasionally arise. Therefore we need to be flexible in our planning.

The Home Ownership Management Team has introduced a regular planning framework to support the Plan throughout its life, ensuring that it remains the central control for improvement.

We will do this by reviewing:

- Monthly Management Team Meeting feedback
- Project Management traffic light system

5.2 Resources to Service the Plan

Wherever possible Home Ownership will ensure the delivery of the Plan from current resources, and managers will become responsible for specific projects.

5.3 Measuring Success

It is important to us that all of our customers retain confidence that the Plan delivers the outcomes it promises.

Therefore we will ensure that the project timetable will be placed on the internet, with dates for completion and with the expected outcomes.

This will allow our customers to see that we are making progress.

The Leaseholders' Forum will also act to positively challenge us on the delivery of the Plan.

Home Ownership will introduce new Performance Indicators in agreement with customers, so that they are able to assess improvements in the service.

Five

Delivering the Plan

5.4 Risk Management

For major change projects to work and deliver the desired series of outcomes to timescale, Home Ownership understands that we need to forecast for risk and act to address it.

In addition to the departmental risk register, the Plan has its own risk log, with actions to offset areas of high risk.

5.5 Information Technology

Home Ownership recognises that Information Technology systems alone will not deliver the desired improvements for its range of services, but that it can be a significant factor in their successful transformation.

Home Ownership IT solutions are undeveloped, mainly due to the lack of technical systems solutions on the market which are suited to the complexity of leasehold service charges. Home Ownership is currently carrying out a feasibility study to evaluate the I-world system, which if agreed is due to be in place in 2007.

The development of improved IT systems has been identified by the Leaseholders' Forum as a priority area of work. This prioritisation has been endorsed by both the Council's Executive and Overview & Scrutiny Commission.

Accordingly, Home Ownership makes a commitment to work for the introduction of technology which will further enhance the performance of our services.

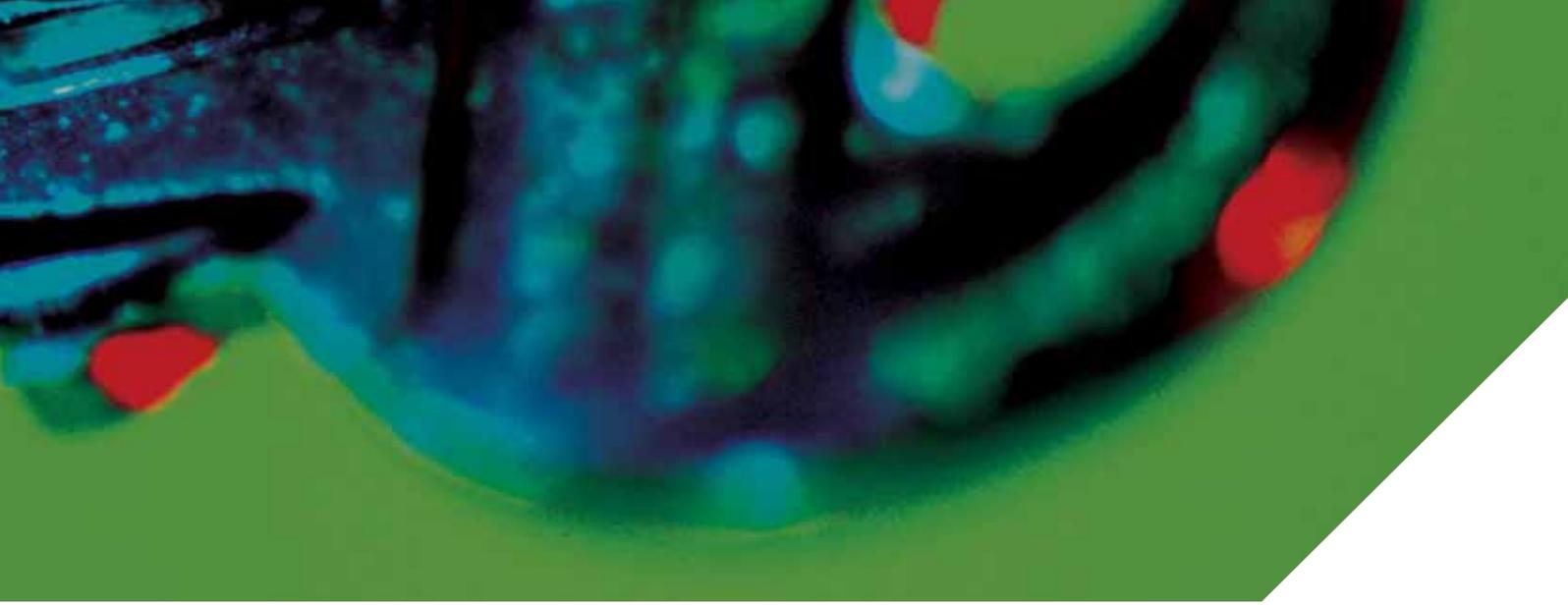
Six

Action Plan

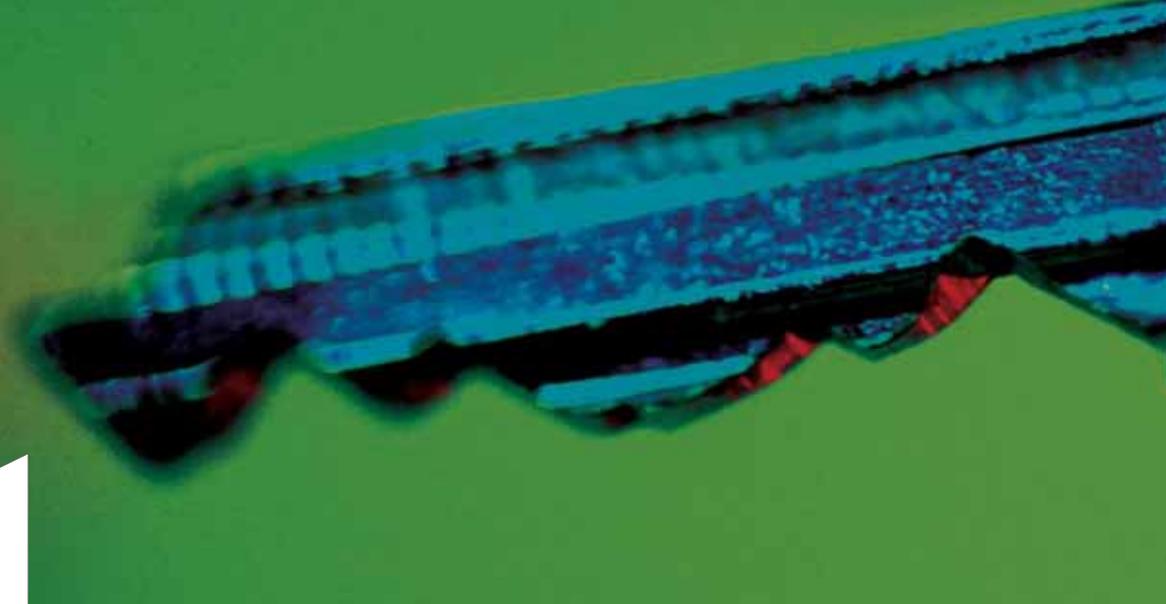
1. Foundation Projects

Projects upon which the Business Improvement Plan is built.

| Ref No. | Issue | Action | BIP year | Completion Date | Responsible Officer |
|---------|---|---|----------|-----------------|---------------------|
| 1.1 | Need to ensure that the Business Improvement Plan is annually tested and that a framework is in place to support this | Ensure that key plan events are programmed for the year in advance | 2006/07 | April 2006 | Service Development |
| 1.2 | Internal feedback on services provided requires development | Establish robust mechanisms for internal feedback within the Council | 2006/07 | April 2006 | Service Development |
| 1.3 | Nobody identified to work specifically on essential Home Ownership policies and tasks and support the progress of the Business Improvement Plan | Identify who will support the plan frameworks and projects | 2006/07 | April 2006 | Head of Services |
| 1.4 | Minimal external challenge to our performance | Work with the Leaseholders' Forum to develop the 'critical friend' & portfolio approach | 2006/07 | October 2006 | Service Development |



| | | | | | |
|------------|--|---|---------|--------------|----------------------------|
| 1.5 | Customer enquiry and contact statistics require further development | Look to enhance the information we keep around customer contact | 2006/07 | October 2006 | Management & Income |
| 1.6 | Inadequate information on misdirected calls and very little information on call breakdowns | Introduce a logging exercise on excel spreadsheets for a one month period to identify patterns | 2006/07 | October 2006 | Leasehold & Administration |
| 1.7 | No formal review of complaints to ensure lessons learnt | Establish formal review process | 2006/07 | October 2006 | Leasehold & Administration |
| 1.8 | The process maps are not yet in place and owned by teams to establish process control and continuous improvement at team level | Ensure that all process maps are completed, handed over to managers with access to software and then the maps are regularly analysed for areas of failure | 2006/07 | October 2006 | Service Development |
| 1.9 | Range of performance targets require development | Develop range of performance targets for each section | 2006/07 | March 2007 | Head of Service |



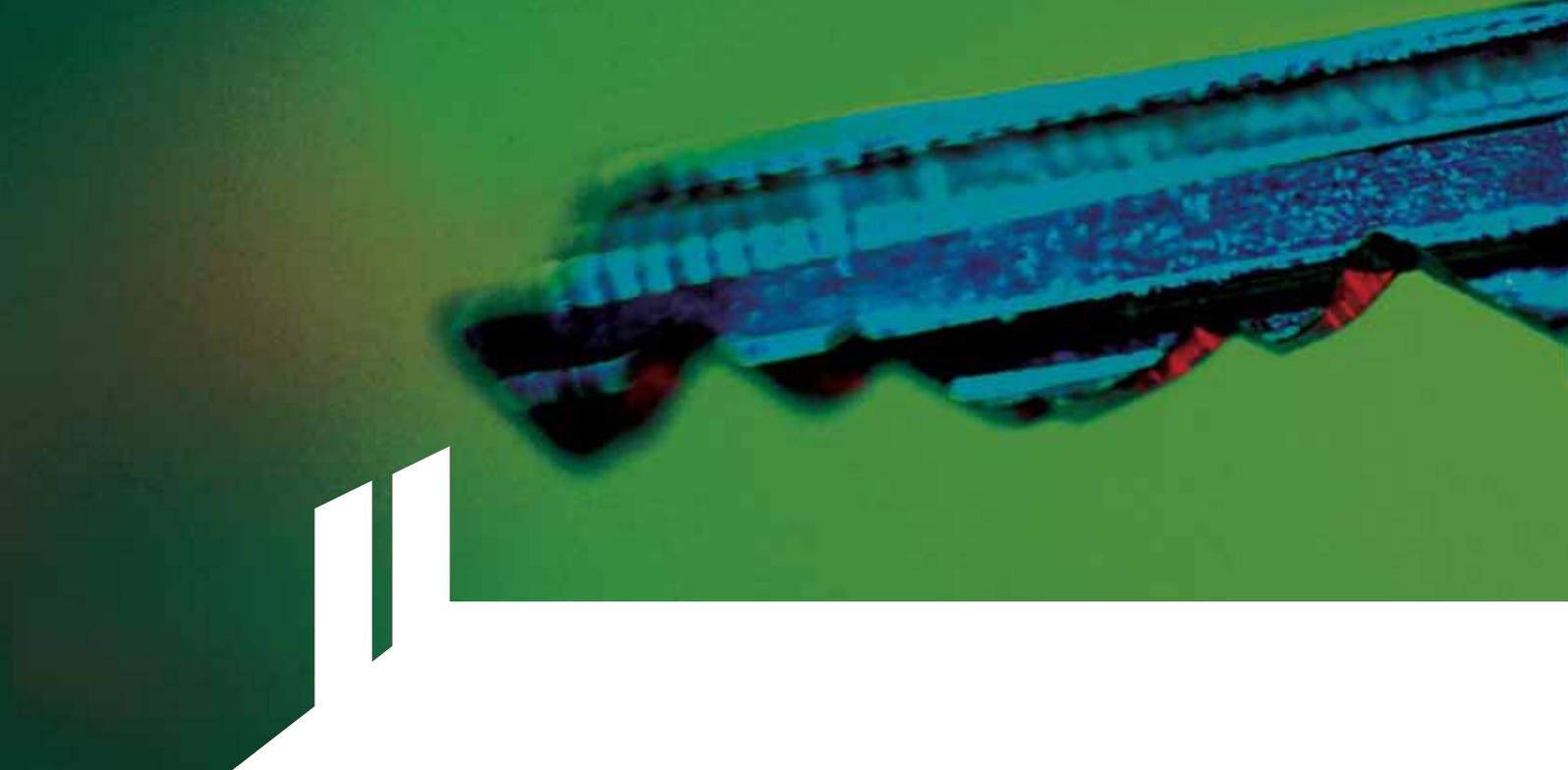
| | | | | | |
|-------------|---|--|---------|------------|-----------------|
| 1.10 | Limited Performance Indicators in place to allow our customers to measure performance | In partnership with our customers, evolve new Performance Indicators | 2006/07 | March 2007 | Head of Service |
|-------------|---|--|---------|------------|-----------------|

2. Customer facing projects

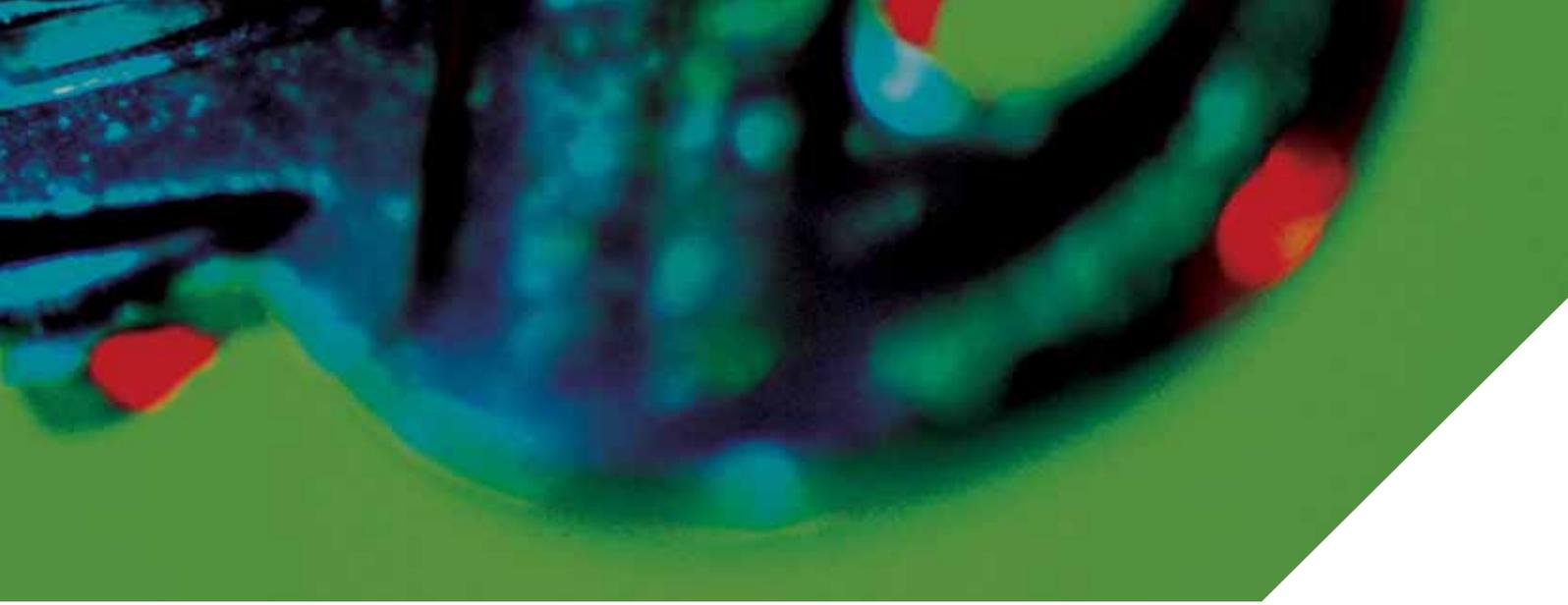
Projects which link directly with the customer.

| | | | | | |
|------------|---|---|---------|---------------|----------------------------|
| 2.1 | Currently those in debt not sign posted to debt advice | Signpost those in difficulty to independent debt advice | 2006/07 | June 2006 | Management & Income |
| 2.2 | Newsletter not utilised fully | Assign editorial board and content team | 2006/07 | June 2006 | Leasehold & Administration |
| 2.3 | Not all documentation is checked for easy reading and no checking process | Implement an 'easy reading panel' made up of customers from the Menu of Participation | 2006/07 | October 2006 | Service Development |
| 2.4 | Home Ownership internet site in need of development as information provided not comprehensive | Ensure that bill presentment is developed in consultation with customers | 2006/07 | February 2007 | Leasehold & Administration |

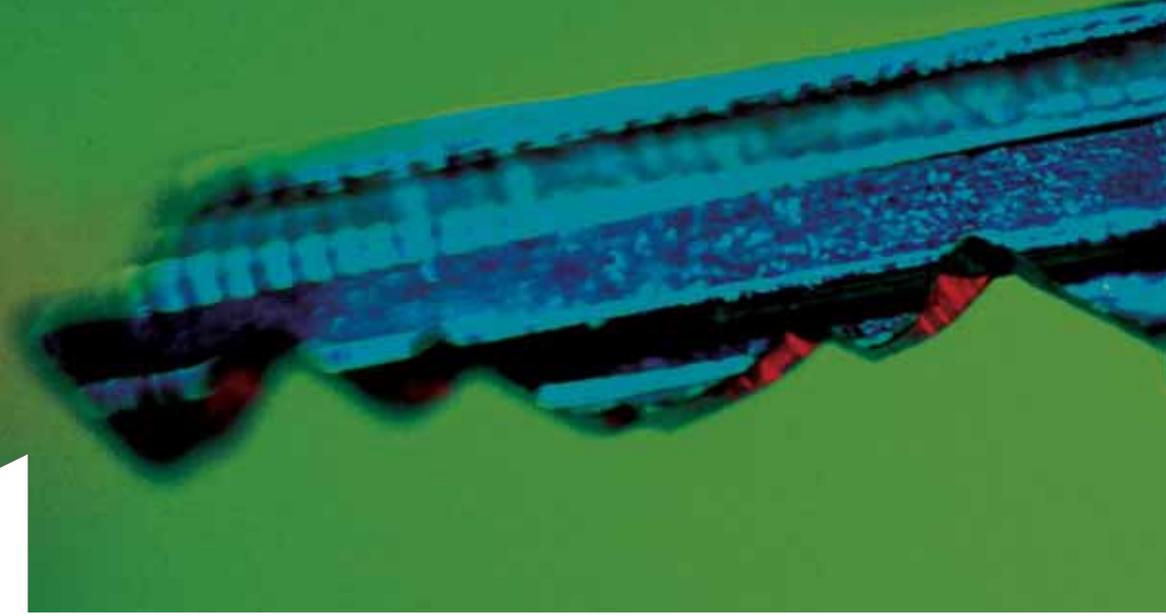
| | | | | | |
|------------|---|---|---------|---------------|----------------------------|
| 2.5 | Bill presentment requires development | Ensure that bill presentment is developed in consultation with customers | 2006/07 | February 2007 | Finance & IT |
| 2.6 | Billing cycle too compacted and causes problems in addressing customer demand | Introduce new annual revenue cycle of Estimate in March – Actual in Sept | 2006/07 | March 2007 | Finance & IT |
| 2.7 | The information sent with the estimates and actuals is causing failure demand | Investigate with customers, the format, design and content of the information sent with estimates and actuals | 2006/07 | March 2007 | Finance & IT |
| 2.8 | Camden's arrears management strategy requires development | Review arrears management strategy in consultation with customers | 2006/07 | March 2007 | Management & Income |
| 2.9 | We currently under-use our capacity to communicate with customers via e-mail | Investigate which documents can be sent via e-mail | 2007/08 | June 2007 | Leasehold & Administration |



| | | | | | |
|-------------|--|--|---------|--------------|----------------------------|
| 2.10 | Currently we do not fully utilise DVD discs or on-line formats | Review all areas where documentation can be sent electronically, online or via DVD | 2007/08 | June 2007 | Leasehold & Administration |
| 2.11 | Direct debit is not available to leaseholders | Investigate and provide Direct Debit options for customers and promote | 2006/07 | June 2007 | Finance & IT |
| 2.12 | Office hours are standard 9-5 | Survey customer's wants and provide hours and contact to suit customers | 2006/07 | June 2007 | Head of Service |
| 2.13 | No information on our customers or their lifestyles and opinions, so that we cannot shape our services better to fit | Carry out profiling exercise | 2006/07 | October 2007 | Leasehold & Administration |
| 2.14 | No up-to-date Leaseholders Guide | Update Leaseholder's Guide in consultation with customers | 2007/08 | March 2008 | Leasehold & Administration |



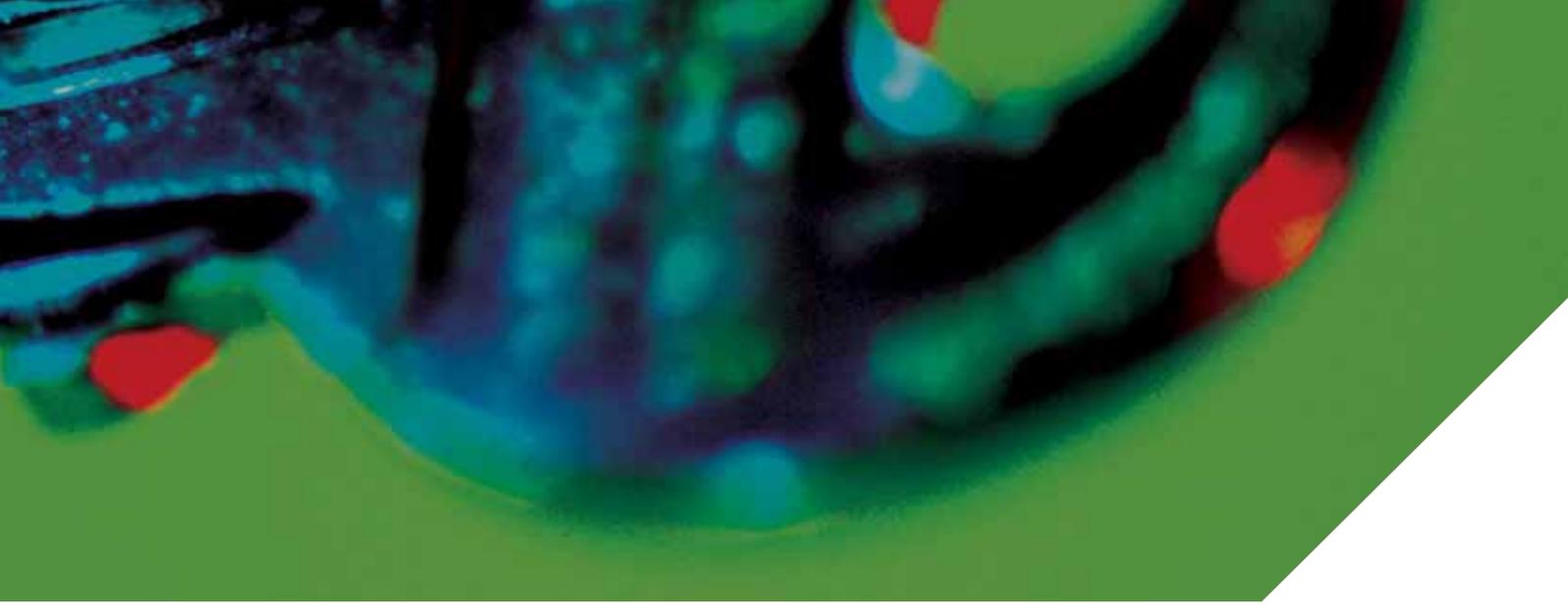
| | | | | | |
|-------------|---|---|---------|--------------|----------------------------|
| 2.15 | No systematic manner for contacting customers and ensuring quality of contact | Produce a communications strategy and ensure that quality control measures are in place | 2007/08 | March 2008 | Management & Income |
| 2.16 | Customers often do not know the term and obligations of the lease leading to failure demand | Look to enhance customers knowledge, through easy to consume pack at RTB & assignment stage and through other avenues | 2008/09 | October 2008 | Leasehold & Administration |



3. Diversity

Projects designed to ensure we address the needs of all our customers

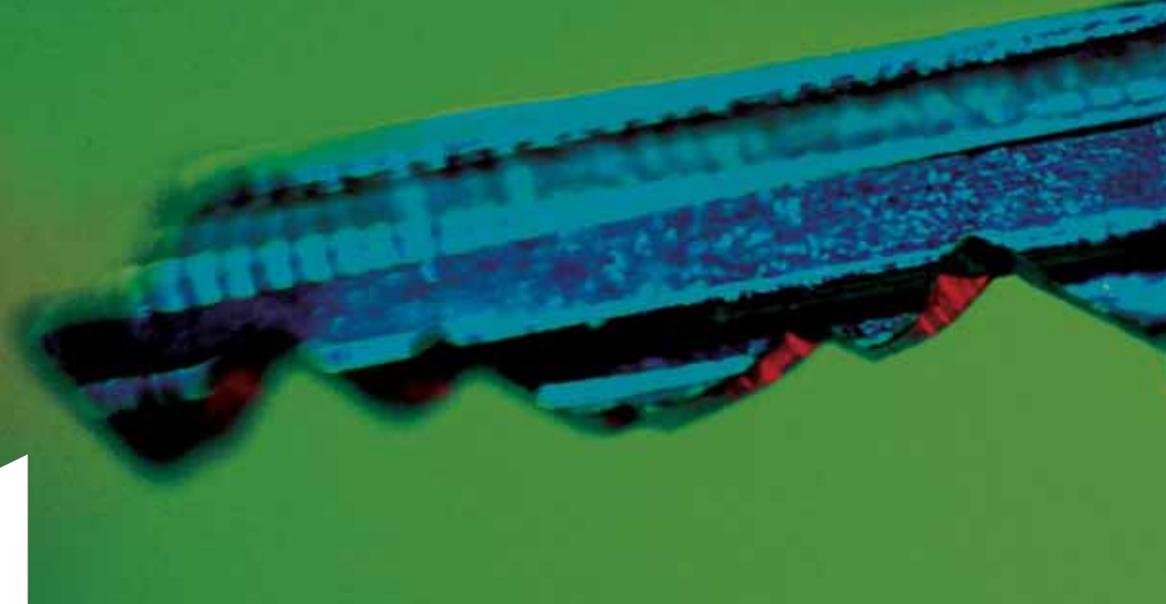
| | | | | | |
|------------|--|--|---------|--------------|----------------------------|
| 3.1 | Home Ownership documents not currently available in number of languages (other than Newsletter) | Add diversity information to all documents | 2006/07 | June 2006 | Leasehold & Administration |
| 3.2 | No demographic customer data currently held | Develop a strategy to gather appropriate data on customers, ensuring that all new customers are captured | 2006/07 | March 2007 | Leasehold & Administration |
| 3.3 | Not all staff understand the needs of our diverse clients, or are sure of how to access language and translation support | Ensure that all staff are provided with training to meet customer needs and to access support | 2006/07 | October 2007 | Head of Service |
| 3.4 | Systems not currently developed to monitor outcomes by service user group | Develop systems for monitoring service outcomes by Camden equality categories | 2007/08 | March 2008 | Leasehold & Administration |



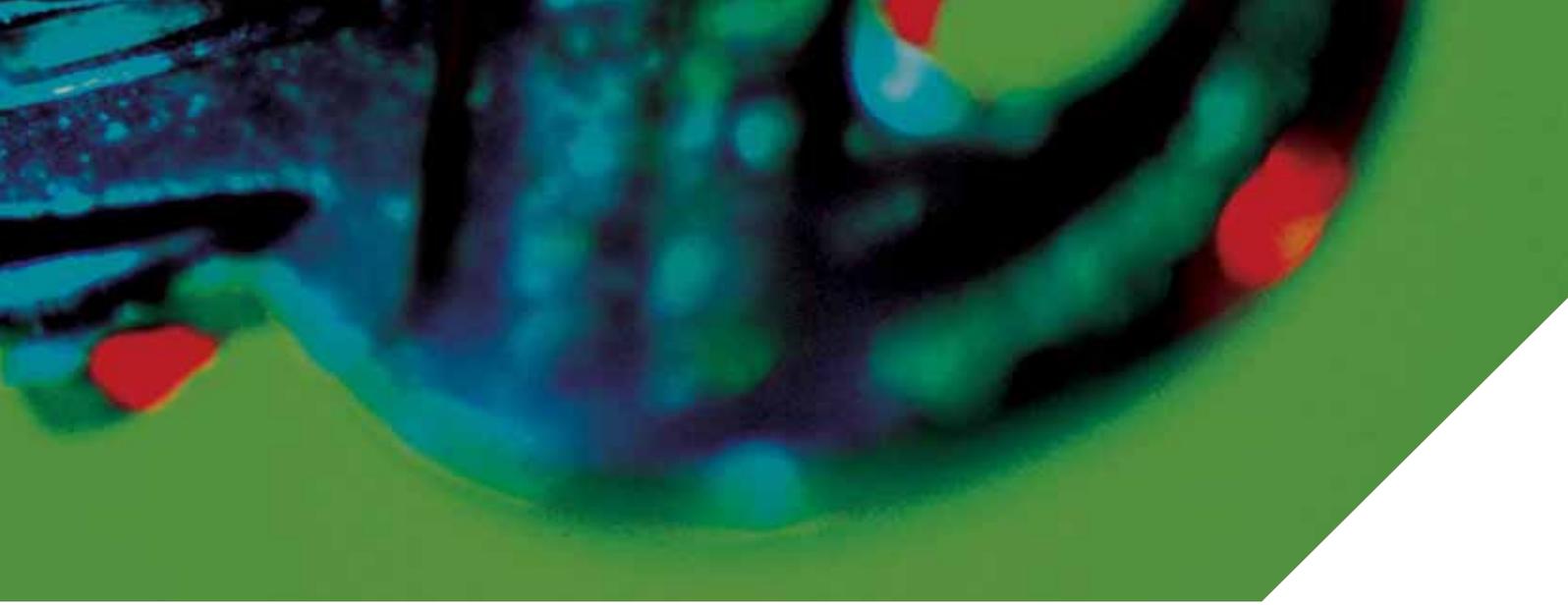
4. Internal Communication and Data Transfer

Projects designed to improve internal communications and the transfer of data.

| | | | | | |
|------------|--|---|---------|--------------|----------------------------|
| 4.1 | Shared drive requires restructuring | Cleanse the shared drive, reorganise and rationalise | 2006/07 | July 2006 | Finance & IT |
| 4.2 | Currently uneven control of individual spreadsheets saved onto personal drives | Implement data maintenance strategy | 2006/07 | October 2006 | Finance & IT |
| 4.3 | Documentation being kept on personal drives, with different wording and formats | Review all documents (key ones with customers) and set up templates on shared drives | 2006/07 | October 2006 | Service Development |
| 4.4 | Currently we have limited databases for searching for pre-assignment and RTB information | Investigate with Renewals proposals for a searchable database and implement access for home ownership | 2006/07 | October 2006 | Works & Consultation |
| 4.5 | Inefficient processes concerning the Insurance database | Review processes around the Insurance database | 2006/07 | October 2006 | Leasehold & Administration |



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|------------|--|---|---------|---------------|----------------------|
| 4.6 | No overview list of documents with review dates | Provide document list, allocate responsibility for updating, and make template documents with review date | 2006/07 | October 2006 | Finance & IT |
| 4.7 | Currently no energy efficiency audit of Home Ownership | Could deliver savings in a number of areas, for example printing dual sided and other energy efficiency options | 2006/07 | October 2006 | Works & Consultation |
| 4.8 | Camden currently has no IT which can support the service charge process | Assess feasibility of the I world Service Charge Module and implement | 2006/07 | February 2007 | Finance & IT |
| 4.9 | Collection teams are unable to print off account statements, balances or other information | Develop IT functionality to allow printable account statements | 2006/07 | February 2007 | Finance & IT |

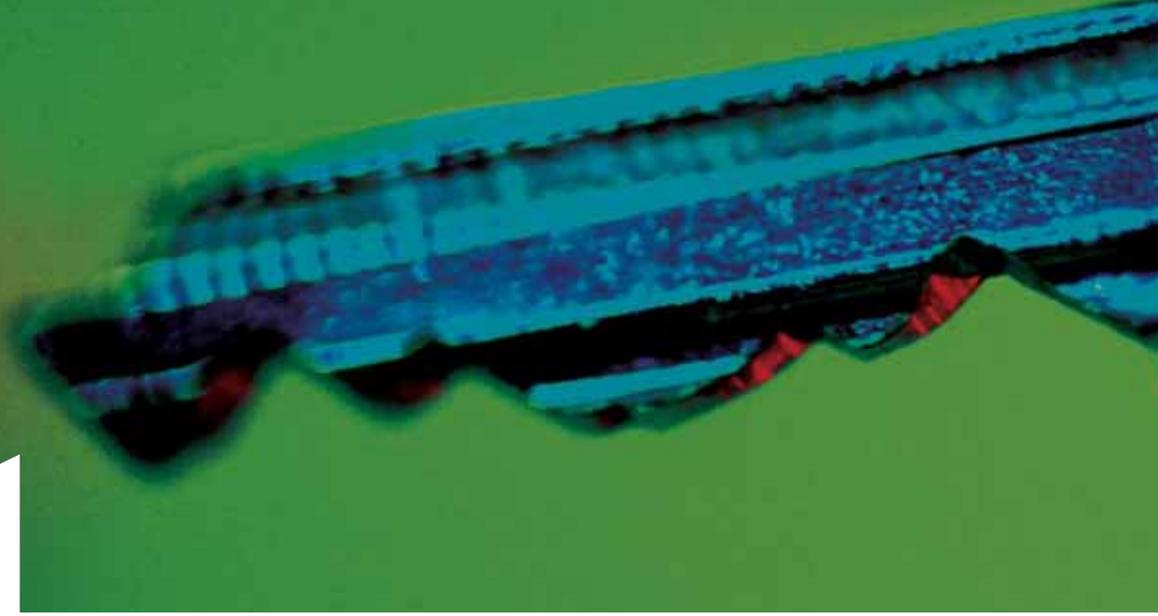


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|-------------|---|---|---------|---------------|----------------------------|
| 4.10 | The background information available to collections staff is inadequate | Enhance joint working within Home ownership | 2006/07 | February 2007 | Finance & IT |
| 4.11 | Policies and procedures old and difficult to understand | Implement new and improved easy to understand policy and procedures, allocating responsibility for update and timetable | 2006/07 | October 2007 | Service Development |
| 4.12 | Moving paper around department in and out of files time consuming | Investigate alternative methods for logging and distributing mail | 2007/08 | October 2007 | Leasehold & Administration |
| 4.13 | Capital Works spreadsheets complex and cumbersome | Review the spreadsheet looking for innovation in use | 2007/08 | March 2008 | Works & Consultation |

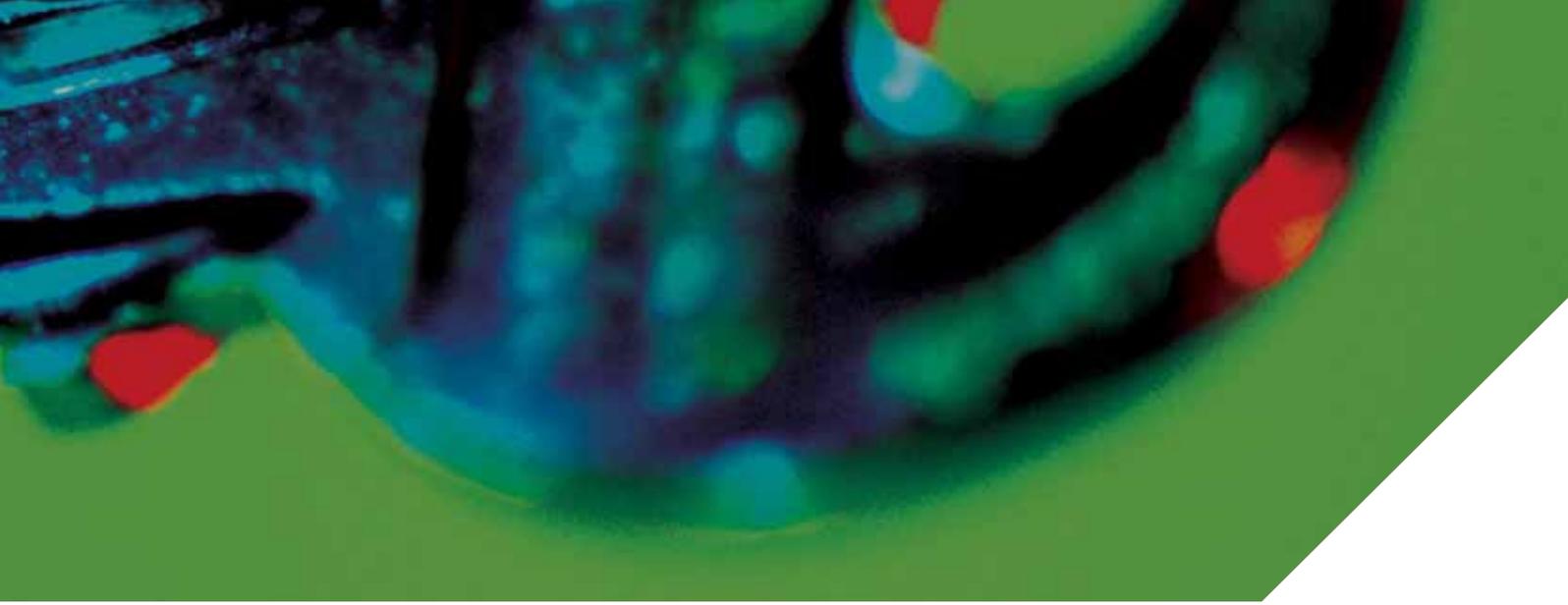
5. Staffing Initiatives

Projects designed to improve staffing capability and performance.

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|------------|-----------------------|-------------------|---------|------------|-----------------|
| 5.1 | Some desks are untidy | Clear desk policy | 2006/07 | April 2006 | Head of Service |
|------------|-----------------------|-------------------|---------|------------|-----------------|



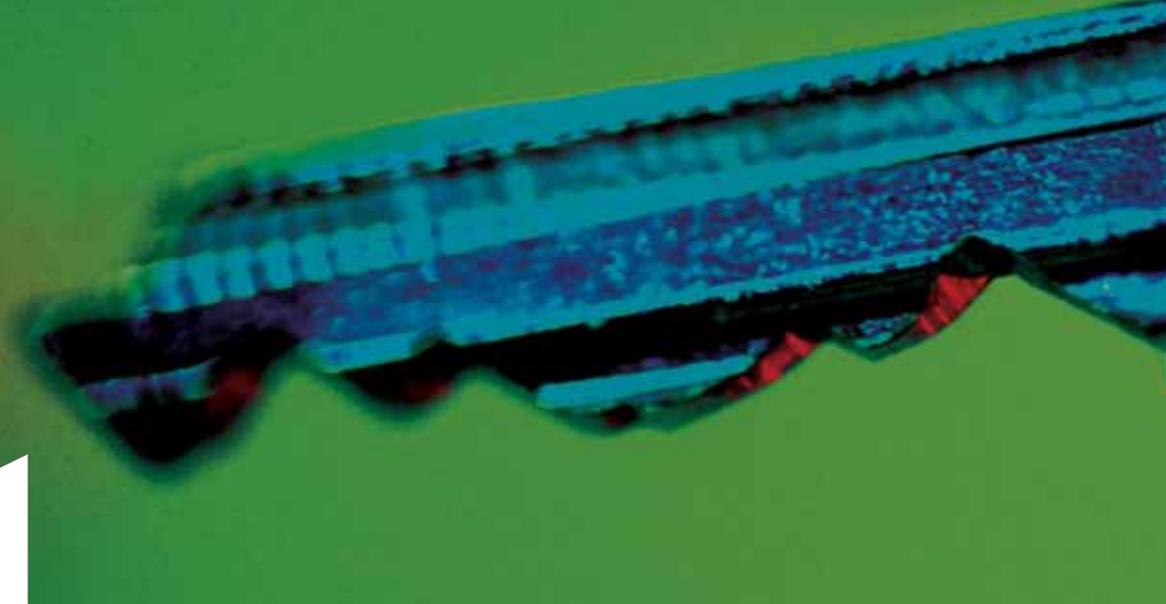
| | | | | | |
|------------|---|---|---------|--------------|---------------------|
| 5.2 | Standards of written English are uneven | Identify areas of weakness and rectify | 2006/07 | October 2006 | Service Development |
| 5.3 | Staff do not have all round knowledge of home ownership functions | Introduce a staff rotation scheme | 2006/07 | March 2007 | Head of Service |
| 5.4 | Difficult to recruit staff of sufficient calibre | Implement "grow your own" training scheme | 2006/07 | March 2007 | Service Development |
| 5.5 | Training requires new emphasis | Formalise the training approach of Home Ownership | 2006/07 | March 2007 | Service Development |
| 5.6 | Managers currently lack opportunities to develop | Introduce mentoring and coaching for managers | 2007/08 | October 2007 | Head of Service |
| 5.7 | Data Protection issues require new focus | Include Data Protection as a part of the training program, working with the corporate centre to strengthen officers' knowledge and the systems for transferring information | 2007/08 | October 2007 | Service Development |



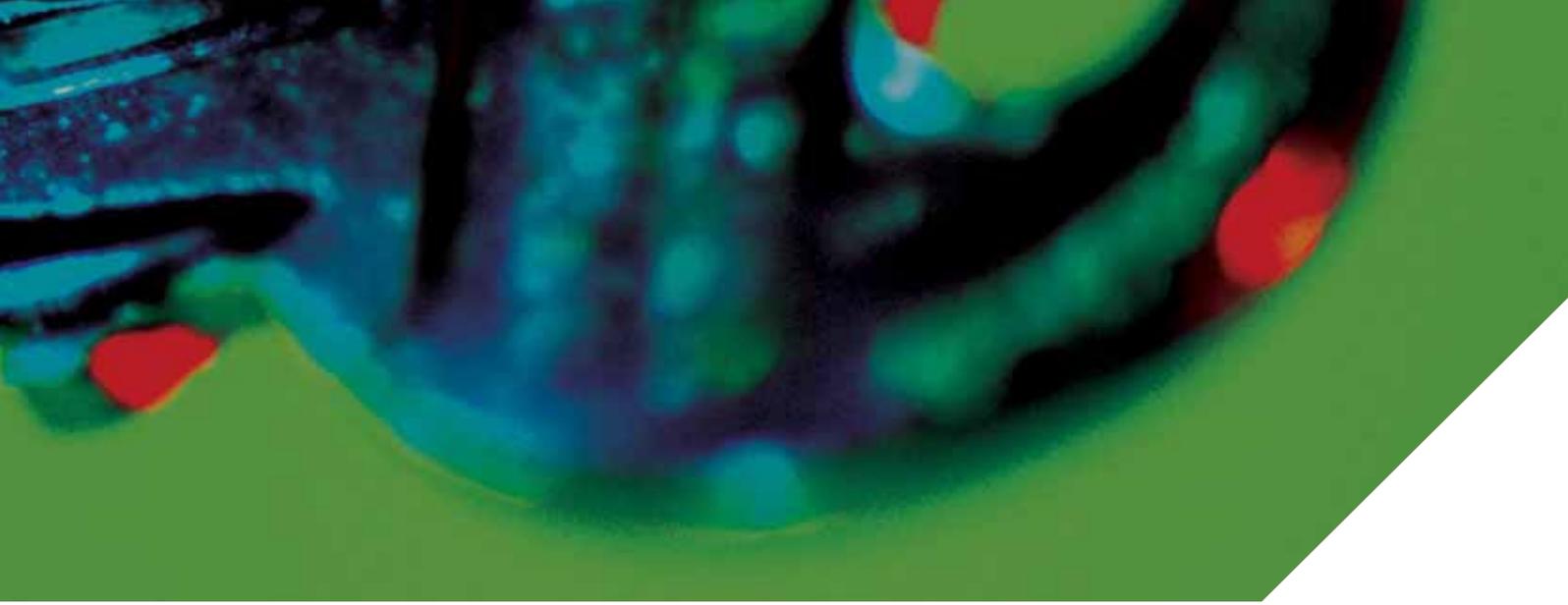
6. Process Chain Initiatives

Projects designed to improve processes along the process chain – not just within Home Ownership.

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|------------|--|--|---------|--------------|----------------------------|
| 6.1 | No wider access or strategic meeting of customers to gain overview of service performance and planning | Investigate demand for a leaseholder's conference | 2006/07 | June 2006 | Leasehold & Administration |
| 6.2 | The approach to learning requires further development | Incorporate learning from failure into the annual improvement planning cycle and within day-to-day service improvement | 2006/07 | October 2006 | Service Development |
| 6.3 | Lack of process mapping and analysis across process chain means that systems are not lean or efficient | Pilot processes mapping across one process chain | 2006/07 | October 2006 | Service Development |
| 6.4 | Process control across the Service charge process chain requires new emphasis | Introduce a service charge star chamber with the remit to resolve issues across the process chain and to make recommendations to senior managers | 2006/07 | March 2007 | Service Development |



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|------------|---|---|---------|--------------|----------------------|
| 6.5 | Currently benchmarking to improve service is limited | Introduce annual benchmarking exercise | 2006/07 | March 2007 | Head of Service |
| 6.6 | No shared agreement between service quality and payment | Promote process chain approach to processes, enhancing wherever possible efficiency in service and quality of product | 2007/08 | October 2007 | Works & Consultation |
| 6.7 | Internal sections may be confused about expectations and rights of leaseholders | Implement appropriate training and induction course across all process chains | 2007/08 | October 2007 | Finance & IT |
| 6.8 | Internal customers require further training around lease | Investigate the possibility of introducing a plain English summary of the lease | 2007/08 | October 2007 | Management & Income |



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|-------------|--|---|---------|--------------|---------------------|
| 6.9 | Anti social behaviour involving leasehold properties requires a greater focus | Investigate methods to promote prevention of anti social behaviour in leasehold properties and provide greater information to our customers | 2007/08 | October 2007 | Management & Income |
| 6.10 | Customers have to contact too many places at once to be able to find information | Advance communications review with the corporate centre | 2008/09 | October 2008 | Management & Income |
| 6.11 | No London wide information on unit costs currently collected | Work with benchmarking partners to develop unit costs | 2008/09 | March 2009 | Finance & IT |

Appendix

Appendix

List of Documents Consulted

Report

David Padfield (8th June 2005)
Reorganization of Home Ownership.
Camden Housing Executive

(1st February 2006) Transforming
e-services. Camden Scrutiny Panel

(March 2006) Housing Consultation.
Interim Report of the Scrutiny Panel

(15th December 2005) Housing and
adult Social Care records Management.
Departmental Management Team

Deloitte Touche (25th April 2005) Right
to Buy Sales Pro-active Review. Deloitte
Touche

(14th January 2004) Heating Policy for
Council Owned Stock. Housing Executive

Audit Commission (19th December 2000)
Camden Home Ownership Services
Inspection report. Audit Commission

Audit Commission (24th Sept 2002)
Camden Housing Management Service
Inspection Report. Audit Commission

(<http://www.audit-commission.gov.uk/authority.asp?CategoryID=ENGLISH^576^LOCAL-VIEW^AUTHORITIES^105150>)

David Padfield (2003) Lessee Charges –
Value for Money Action Plan (HO/2003/38)

David Padfield (2004) Leaseholder
Service Charges Audit – Progress Report
(HO/2004/08)

David Padfield (2005) Leasehold Service
Charges Audit – Further Progress Report
(HO/2005/14)

Camden Home Ownership Monthly
Statistical Reports

Deloitte Touche (January 2003) Leaseholder
Service Charges – Value for Money.
Deloitte Touche.

Deloitte Touche (1999) Value for Money
Report. Deloitte Touche

Camden Internal Publications and Surveys

Camden Ways of Working

Camden Annual Residents Survey 2005

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survey 2004

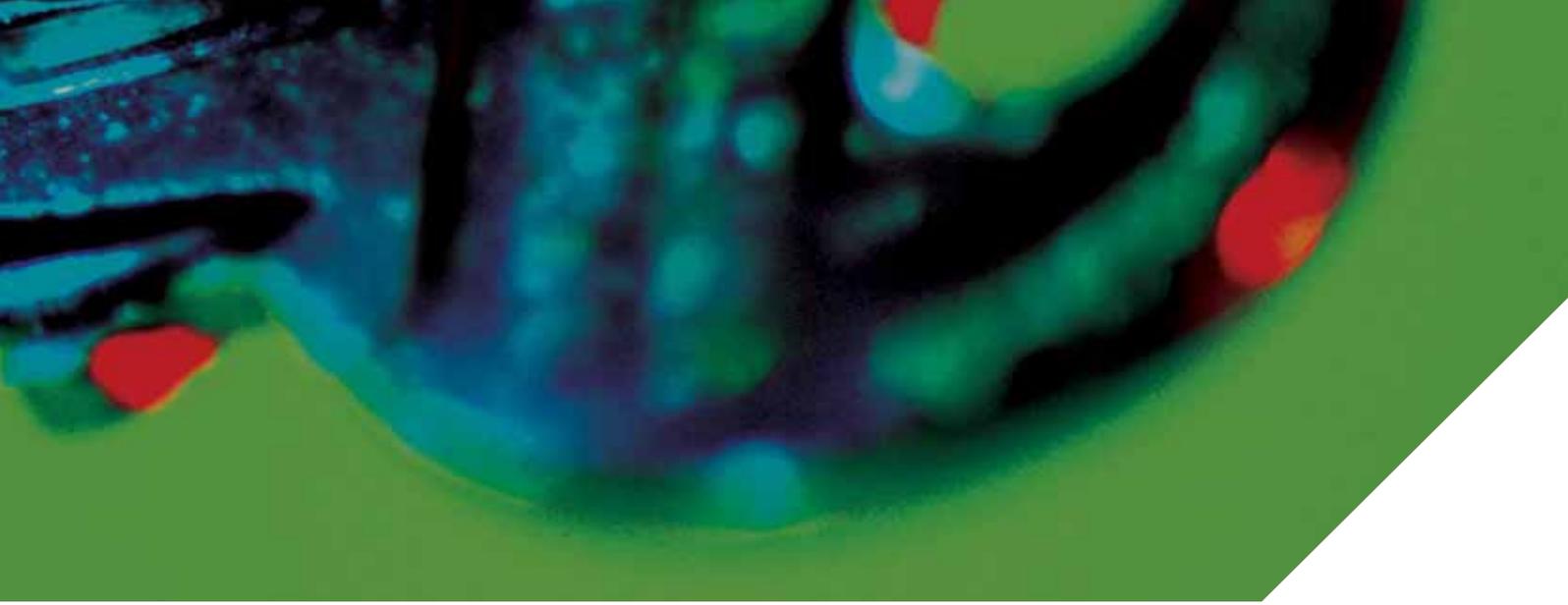
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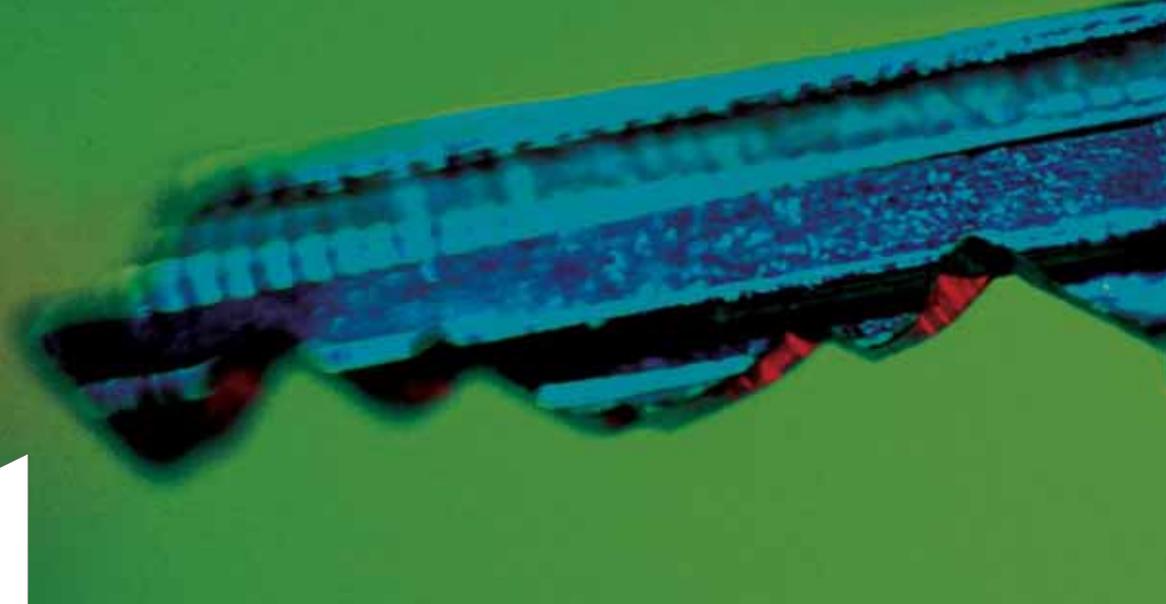
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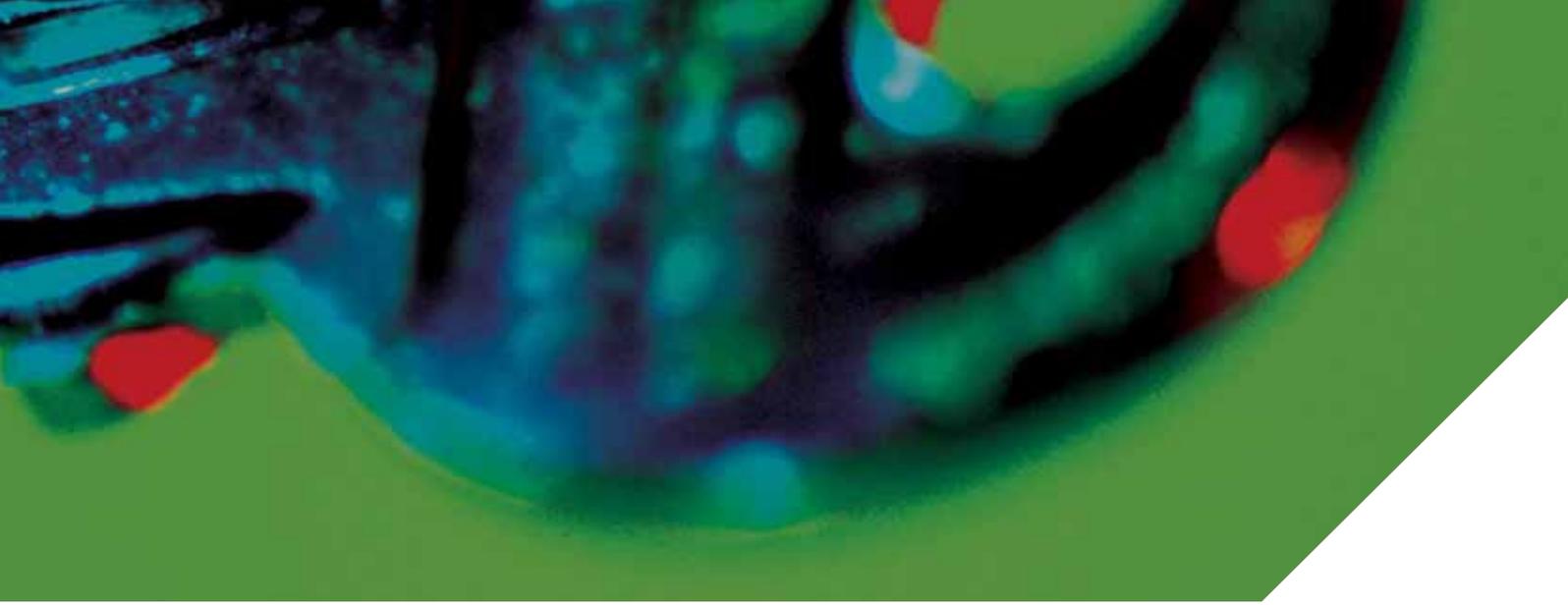
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- Serving Camden: Service Improvement Plan 2005/2006
- Housing Department Moving-On Service Improvement Guide 2005/2006
- Community Safety Service Improvement Plan 2005/2006
- Business Services Group Service Plan 2006/2007

Audit Commission Key Lines of Enquiry

Audit Commission Website:
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- KLOE 1 Prospects for Improvement
- KLOE 4 Housing Income Management
- KLOE 5 Resident Involvement
- KLOE 6 Tenancy and Estate Management
- KLOE 12 Leasehold Management, Shared Ownership & Right to Buy
- KLOE 30 Access and Customer Care
- KLOE 32 Value for Money
- KLOE Supplementary Guidance Note



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