



Monthly Performance Management Report
Quarter 1 2006/07
(April 2006 to June 2006)

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Northwards Housing Performance

Northwards Housing is a newly established Arms Length Management Organisation (ALMO) that looks after council homes in North Manchester. We collect a diverse range of information in order to monitor and evaluate our progress, identify areas that need to be improved and set targets to improve our overall service.

We use a range of weekly, monthly, quarterly and annual performance indicators to monitor how well we are doing.

A number of these are national performance indicators which all local authority housing providers need to collect. We also monitor how we compare to other ALMOs – we compare ourselves to the top 25% of ALMOs across the country to see how we are performing.

In order to monitor performance more closely and offer a better service to our tenants, Northwards Housing is monitoring a number of indicators on a monthly basis that were previously reported quarterly.

| Northwards Housing Performance Report Key | | | | | |
|--|---|---|------------|---|----------------|
| BV | National Best Value Performance Indicator | | | | |
| MHL | Manchester City Council Local Performance Indicator | | | | |
| NHL | New Northwards Housing Local Performance Indicator | | | | |
| ↑ | shows improved performance compared to previous period | | | | |
| ↓ | shows performance has declined compared to previous period | | | | |
| ↔ | shows performance has remained the same compared to the previous period | | | | |
| ↔ | shows figure has remained static for the year | | | | |
| <table border="1"> <tbody> <tr> <td></td> <td>Hit Target</td> </tr> <tr> <td></td> <td>Not Hit Target</td> </tr> </tbody> </table> | |  | Hit Target |  | Not Hit Target |
|  | Hit Target | | | | |
|  | Not Hit Target | | | | |

Customer Satisfaction Performance (1)

| | | | | Annual result 04/05 | Annual result 05/06 | MCC Target 05/06 | MCC Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|---------------|---|------------------------|---|-------------------------|------------------------|-------------------------------------|------------------------------------|
| ↑ | A | BV 74a | Satisfaction of all tenants of council housing with the overall service provided by their landlord. | 75.00% | Available January 2007 | Next survey 06/07 | 80% | 79.00% | n/a |
| ↔ | A | BV 74b | Satisfaction of Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord. | 70.00% | Available January 2007 | Next survey 06/07 | Pending | 75.75% | n/a |
| ↑ | A | BV 74c | Satisfaction of Non-Black and Minority Ethnic tenants of council housing with the overall service provided by their landlord. | 76.00% | Available January 2007 | Next survey 06/07 | Pending | 78.73% | n/a |
| ↑ | A | BV 75a | Satisfaction of all tenants with opportunities for participation in management and decision making in relation to housing services provided by their landlord. | 62.00% | Available January 2007 | Next survey 06/07 | 65% | 70.00% | n/a |
| ↑ | A | BV 75b | Satisfaction of Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord. | 58.00% | Available January 2007 | Next survey 06/07 | Pending | n/a | n/a |
| ↑ | A | BV 75c | Satisfaction of Non Black and Minority Ethnic tenants with opportunities for participation and decision making in relation to housing services provided by their landlord. | 62.00% | Available January 2007 | Next survey 06/07 | Pending | n/a | n/a |
| ↑ | A | BV 156 | Northwards Housing buildings open to the public in which all public areas are suitable for and accessible to disabled people. | 50.00% | Collected annually; year end projection due January 2007; actual year end result due April 2007 | 55.00% | 80% | n/a | n/a |
| ↑ | A | BV 157 | The number of types of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery. | 91.00% | Available January 2007 | 100.00% | 100% | n/a | n/a |

NB The results of Northwards own Customer Satisfaction Survey (issued 1st June 2006) will be published in September 2006

Customer Satisfaction Performance (2)

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|--------|---|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| ↑ | M | MHL017 | Phone calls at On Call answered within 15 seconds (8 rings) | 77.09% | 83.21% | 90% | n/a | n/a |
| ↓ | M | MHL018 | Letters answered within 10 working days | 98.72% | 84.14% | 95.00% | n/a | n/a |
| ↑ | Q | MHL020 | Staff complying with dress & appearance standard | 98.50% | 99.65% * | 100.00% | n/a | n/a |
| ↑ | Q | MHL021 | Staff wearing name badges | 98.50% | 98.96% ** | 100.00% | n/a | n/a |
| ↓ | M | MHL022 | Complaints answered within 15 working days (MCC Standard) | 90.14% | 86.36% *** | 92.00% | n/a | n/a |

* 1 member of staff did not comply with the dress code; ** 3 members of staff did not wear name badges; *** 10 out of 88 complaints were not responded to within 15 days

Tenant Satisfaction with Decent Homes Work

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|--------|---|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| | M | MHL033 | % of customers satisfied with the overall service. | n/a | 98.90% | 94% | n/a | n/a |
| ↑ | Q | MHL034 | Planned schemes to council stock completed on time. | 40.00% | 83.00% | 84% | n/a | n/a |

Rehousing Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---------------------------|---|---------|--|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| ↓ | M | MHL 001 | Applicants who receive an appointment to register for rehousing within 10 days of initial request. | 99.00% | 72.73% | 98.0% | n/a | n/a |
| Rehousing Activity | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
| n/a | Q | NHL 104 | Percentage of lets to BME applicants in Charlestown | 12.00% | 19.00% | pending | n/a | n/a |
| n/a | Q | NHL 105 | Percentage of lets to BME applicants in Cheetham | 33.00% | 73.00% | pending | n/a | n/a |
| n/a | Q | NHL 106 | Percentage of lets to BME applicants in Crumpsall | 0.00% | 67.00% | pending | n/a | n/a |
| n/a | Q | NHL 107 | Percentage of lets to BME applicants in Harpurhey | 11.00% | 18.00% | pending | n/a | n/a |
| n/a | Q | NHL 108 | Percentage of lets to BME applicants in Higher Blackley | 9.00% | 35.00% | pending | n/a | n/a |
| n/a | Q | NHL 109 | Percentage of lets to BME applicants in Miles Platting & Newton Heath | 18.00% | 12.00% | pending | n/a | n/a |
| n/a | Q | NHL 110 | Percentage of lets to BME applicants in Moston | 4.00% | 13.00% | pending | n/a | n/a |
| n/a | Q | NHL 111 | Percentage of lets to BME applicants in Ancoats & Clayton | 0.00% | 0.00% | pending | n/a | n/a |

Organisational Health

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|--------|---|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| ↔ | Q | BV 11a | Top 5% of earners that are women (PO6 and above). | 33.00% | 33.00% | 42% | n/a | n/a |
| ↔ | Q | BV 11b | Top 5% of earners from black and minority ethnic communities (PO6 and above). | 0.00% | 0.00% | 6.0% | n/a | n/a |
| ↔ | Q | BV 11c | Top 5% of earners that are disabled (PO6 and above). | 0.00% | 0.00% | 6.0% | n/a | n/a |
| ↑ | Q | BV 12 | Number of working days/shifts lost due to sickness absence. | 4.2 days | 2.9 days | 10 days | 10.43 days | n/a |
| ↔ | Q | BV 14 | Employees retiring early (excluding ill-health retirements) as a percentage of the total workforce. | 0.00% | 0.00% | 0.40% | n/a | n/a |
| ↔ | Q | BV 15 | Employees retiring on grounds of ill-health as a percentage of total workforce. | 0.00% | 0.00% | 0.36% | n/a | n/a |
| ↔ | Q | BV 16 | Disabled employees in the Northwards Housing workforce. | 3.15% | 3.15% | 3.57% | n/a | n/a |
| ↑ | Q | BV 17 | BME employees in the Northwards Housing workforce. | 4.73% | 7.80% | 11.43% | n/a | n/a |

Repairs Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|---------|--|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| ↑ | Q | BV211a | Expenditure on planned repairs/maintenance compared to expenditure on responsive repairs. | 70.00% | 69.00% | 70.00% | 86.54% | n/a |
| ↑ | M | BV211b | Expenditure on emergency/urgent repairs compared to expenditure on non-urgent repairs. | 23.39% | 16.92% | 18.00% | 9.70% | n/a |
| ↔ | M | MHL003 | Repairs where an appointment was made immediately. | 98.70% | 98.70% | 99.10% | n/a | n/a |
| ↑ | M | MHL005 | Repairs where an appointment was made and kept. | 95.40% | 96.10% | 98.50% | 97.55% | n/a |
| ↓ | M | MHL006 | All repairs completed on time. | 95.20% | 94.90% | 96.50% | n/a | n/a |
| ↓ | M | MHL009 | Jobs completed on first visit (based on tenant reply returns). | 84.80% | 82.00% | 86.00% | n/a | n/a |
| ↓ | M | MHL012 | Repairs satisfaction letters where tenants were satisfied with the service. | 84.30% | 83.70% | 89.00% | n/a | n/a |
| ↓ | M | MHL014 | Cases where tenants were satisfied following an investigation and rectification. | 95.60% | 95.20% | 99.00% | n/a | n/a |
| ↔ | M | MHL039 | Urgent repairs completed within government time limits. | 96.40% | 96.40% | 97.20% | 98.60% | n/a |
| ↓ | M | MHL040 | Average time taken to complete non-urgent responsive repairs. | 5.6 days | 6.8 days | 5.5 days | 8.5 days | n/a |
| ↓ | M | MHL 048 | Responsive (but not emergency) repairs during 2005/06, for which Northwards Housing both made and kept an appointment. | 87.30% | 86.30% | 88.50% | n/a | n/a |

Decent Homes Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|--------|--|----------------------|----------------------|-----------------|-------------------------------------|------------------------------------|
| ↑ | Q | BV184a | Proportion of LA homes which were non-decent at 1 April 2005. | 44.20% | 45.00% | 45.00% | 29.47% | 43.00% |
| ↔ | Q | BV184b | Percentage change in proportion of non-decent homes between 1 April 2006 and 1 April 2007. | 1.00% | 1.00% | 4.00% | 38.40% | 11.30% |

The above reflects the current position prior to commencement of proposed Decent Homes investment work.

Energy Efficiency Rating

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|-------|---|----------------------|----------------------|-----------------|-------------------------------------|------------------------------------|
| ↑ | Q | BV 63 | The average SAP rating of LA owned dwellings. | 69.70% | 69.90% | 71.00% | 69.00% | 64.00% |

Voids Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|--------|---|----------------------|----------------------|-----------------|-------------------------------------|------------------------------------|
| | M | BV 212 | Average relet times for LA dwellings let in the financial year. | n/a | 79.4 days | 50 days | 28.9 days | new indicator |
| ↓ | M | MHLO45 | Rent lost through LA dwellings becoming vacant. | 3.00% | 3.10% | 2.50% | 1.10% | n/a |

Rents Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|---------|--|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| ↓ | M | BV 66a | Rent collected (including arrears). | 95.38% | 94.96% | 97.00% | 98.32% | 97.69% |
| ↔ | M | BV 66b | Tenants with more than seven weeks' rent arrears. | 8.44% | 8.44% | 7.70% | 4.30% | new indicator |
| ↓ | M | BV 66c | Tenants in arrears who have had Notices of Intent to Seek Possession served. | 38.02% | 38.72% | 30.00% | 20.81% | new indicator |
| ↑ | M | BV 66d | Tenants evicted for rent arrears. | 0.66% | 0.46% | 0.50% | 0.26% | new indicator |
| ↑ | M | MHL 035 | Rent collected, (excluding arrears). | 98.70% | 99.70% | 99.50% | 100.48% | n/a |
| ↓ | M | MHL 037 | Rent arrears of current tenants as a proportion of rent roll. | 4.00% | 4.30% | 3.30% | n/a | n/a |

Finance Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|--|---|--------|---|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| | M | BV 8 | Invoices for commercial goods and services that were paid by Northwards Housing within 30 days of such invoices being received. | n/a | 95.26% | 100% | n/a | n/a |
| | Q | MHL041 | The average weekly costs per local authority dwelling for special services. | n/a | £1.16 | £1.50 | n/a | n/a |
| | Q | MHL042 | The average weekly costs per local authority dwelling for general management.* | n/a | £15.41 | £8.95 | n/a | n/a |
| | Q | MHL043 | The average weekly costs per local authority dwelling for repairs. | n/a | £15.26 | £19.41 | n/a | n/a |

Equality Performance

| | | | | 4th Quarter 05/06 | 1st Quarter 06/07 | Target 06/07 | Upper Quartile ALMOs 05/06 | Upper Quartile Mets 04/05 |
|---|---|---------------|--|-------------------------|-------------------------|-----------------|-------------------------------------|------------------------------------|
| ↔ | A | BV 164 | Does Northwards Housing follow the Commission for Racial Equality's code of practice in rented housing and follow the Good Practice Standards for social landlords on tackling harassment? | Yes | Yes | Yes | n/a | n/a |
| | Q | BV 174 | The number of racial incidents recorded by Northwards Housing. | 4 | 10 | 80 | n/a | n/a |
| ↔ | Q | BV 175 | Racial incidents that resulted in further action. | 100.00% | 100.00% | 100% | n/a | n/a |
| ↔ | A | BV 2a | The level of the Equality 'Standard for Local Government' to which Northwards Housing conforms. | Level 2 | Level 2 | Level 3 | n/a | new indicator |
| | A | BV 2b | The duty to promote race equality. | n/a | 89.50% | 68% | n/a | new indicator |

NARRATIVE SUPPLEMENT TO QUARTERLY MONITORING OF BEST VALUE AND LOCAL PERFORMANCE INDICATORS

Activity relating to information and accessibility of services for tenants and service users

Actions taken and planned to encourage tenant participation and to consult with service users, including BME service users and hard to reach groups:

Please see Resident Involvement Action Plan & Access and Customer Care Action Plan (Appendices 1 & 2).

Actions taken and planned to ensure access to services to all groups to address equality and diversity issues:

Please see attached Equality & Diversity Action Plan.

- Three meetings have been held with the BME Focus Group,
- 'Disabled Living' voluntary organisation and BME Community members took part in mystery shopping exercises to assess access to services,
- Disabled Focus Group carried out.

Activity relating to commitment and contribution to strategic work within MCC

Summary of actions taken and planned that contribute to cross tenure working on area based initiatives, in conjunction with Private Sector or Area Renewal services:

- Conduct Option Appraisals in conjunction with partners where required (e.g. Victoria Avenue).
- Contribution to Master Planning and Local Plans developed by North Manchester Regen Team and Private Sector Housing.
- Miscellaneous Stock Strategy to be developed that compliments MCC Corporate Housing Strategy and North Manchester Strategic Regeneration Framework.
- Partnership working with Private Sector Housing around Intensive Management Areas in Harpurhey
- Regen Project Group set up with partners to monitor progress against the Northwards Housing Investment Strategy Improvement Plan which was developed in consultation with partners.

Contribution to any appropriate LPSA targets. This summary should be quarterly and/or annually dependent on the nature of the target. (not applicable 2005/6)

- LPSA 6 – Working in partnership with Private Sector Housing in all areas. Looking at options for some Northwards Housing stock in Harpurhey in order to maximise impact of new developments.
- LPSA 7 – Approx £20m of the 5yr Capital Programme to be spent on the environment. Tenants and residents can influence how some of this money can be spent through the Area Panels.
- LPSA 9 – New uPVC windows and doors installed through Capital Programme meet Secure by Design and PAS 23 & 24 security criteria. Security Lighting is fitted to properties when re-wires are completed.
- LPSA 12 & 13 – Please see attached Resident Involvement Action Plan & Access and Customer Care Action Plan.

Summary of actions taken and planned to ensure issues of child protection are given priority in service delivery, including plans for robust record keeping and other requirements from the Local Safeguarding Board. This report to include any involvement with Part 8 reviews, Case Conferences etc.

Liaison meeting between Mike Stevens and Joanne Dalton: liaison/contact arrangements agreed. Updated guidance issued to staff. Refresher training organised for August (to include Domestic Violence). Liaison at the appropriate level in relation to individual cases.

Activity relating to tackling Crime and Disorder

Summary of actions taken and planned to tackle Crime and Disorder, including attendance at, eg, LAPs, ACPs, LTMs or other multi-agency forums.

Review of nuisance/ASB actions – see EMT/DMT minutes. Refresher training and updated guidance for Local Services Staff. Review of Local Services/ASBAT liaison – new arrangements agreed. Respect Agenda – officer meeting arranged for early July, followed by an event for Area Panel and Board members. Continued active participation in all the relevant multi-agency forums, including chairing 3 of the 4 ACPs in North Manchester. Liaison and monitoring meetings with Mediation – referrals increasing following staff briefings.

Activity relating to vulnerable or socially excluded residents

Summary of co-operation with management of tenancies via ASB panel and SO procedures.

Liaison and joint working on individual cases as required. No major issues or problems within this period.

Summary of actions taken to promote homelessness prevention and tenancy sustainment, including engagement with and referrals to support services.

1. Mediation – We have made 16 referrals in the first quarter to the mediation services to enable to us to resolve low level ASB cases and neighbour disputes.
2. The resettlement workers have a growing caseload and have supported 17 people into their new homes between their start in May and the end of the quarter. We are expecting numbers to be higher in the next quarter for take up of this service.
3. We continue to use Housing Support Services and the specialist services that they provide to enable people to live in their own homes and resettlement workers will refer on to these services where necessary.
4. Area Casework Panels continue to have a high number of referrals and the 4 ACP's that run across North Manchester are currently working across partners to resolve ASB issues and to support families to stop legal actions and possible loss of accommodation and homelessness.
5. The Debt Advice officer started with Northwards in June 2006 and will be working with tenants to ensure that benefit take up is maximised and to ensure that tenants are not threatened with homelessness due to rent arrears or multiple debts.

Summary of engagement with Equipment and Adaptations service – number of referrals made, numbers of properties passed for allocations, numbers of repairs and replacements conducted

1st Feedback data due on 1st September 2006 from Social Services adaptations Team and quarterly after this, as agreed at first meeting held with their managers in June 2006.

Activity relating to the environment

Actions taken and planned to address environmental issues.

Improved liaison with Contracting Services (CS) re Grounds Maintenance and Street Cleansing: meetings and joint inspections. CS to attend Area Panels in August. Liaison meeting with Rachel Christie and Martin Lee to discuss enforcement and wider environmental issues – further joint working agreed on a number of issues including Fixed Penalty Notices and links between SEMs, EOs and Wardens. Consultation with Area Panels about a new Managing Your Neighbourhood standard – to be published August/September 2006. Consultation with Area Panels about 06/07 capital programme (environmental elements).

Activity relating to BME issues

Outline of information provided for and contribution to Equality Strategy

- Policies and procedures (Comprehensive Equality Policy, Hate Incident policy/procedure and new performance standards, Domestic Violence, Race Equality Scheme)
- Engagement with diverse tenants using new ways to get involved (i.e. Tenant Inspectorate Scheme)
- 97% staff received training on Equality & Diversity and completed a test
- The Board received training in Equality & Diversity and the composition of the Board is monitored to reflect North Manchester diverse communities
- New webpage on Equality & Diversity on Northwards Housing internet and staff intranet
- New resource library with translated information
- Equality & Diversity Action Plan with specific actions relating to race.
- SLA with Language Line
- Race Equality Scheme in place
- New toolkit being piloted on Equality Impact Assessments
- Involved with the BME Resident Partnership Network
- BME Staff at Northwards can attend Black Officers Association to gain support

- Three meetings with BME Focus Group
- Review carried out on the revised Code of Practice for Racial Equality and actions planned.

Outline of working arrangements with Asylum Seekers Service and contributions to joint working with organisations on ex asylum seekers

Liaison meeting between Mike Stevens, Olivia Stokes, Colin Elliot and Pauline Richardson regarding joint-working with Asylum Seekers services. Refresher training organised for Sept 06. Nicola Jones allocated the role of 'Liaison Officer' role for Asylum Seekers Partnership working.

Signed

On behalf of Northwards Housing

Signature

Name

Position

Received

On behalf of Manchester City Council

Signature

Name

Position

Resident Involvement Agreement Action Plan

| Issue | Objective | Action | Owner/Timescale | Outcome |
|---|---|---|--|--|
| Set up Task Groups | To ensure that service standards are met and further developed and improved | Publicise the initiative, recruit membership, provide appropriate training, agree terms of reference and work programme | Seema Kohli July - September 2006 (Resident Involvement Group established July 2006 - newsletter article June 2006) | Clear evidence of tenant involvement in service improvement |
| Develop the Focus Group Programme | To ensure that a diverse range of people influence the shape of the housing service | Work with the Resident Involvement Task Group and Equality and Diversity Task Group to determine the topics which need to be explored within the Focus Group Programme Publicise the programme and roll out the sessions | Seema Kohli Olivia Stokes Black and Minority Ethnic (BME) Focus Group established April 2006 Disabled Tenant Focus Group - to be established August 2006 Detailed work programme for each group to be established and publicised by September 2006 | Input to policy formulation and service improvement from a diverse range of people |
| Black and Minority Ethnic (BME) Agreement | To develop Northwards' own agreement | Review Council's BME Compact with Equality and Diversity and Resident Involvement Task Groups and BME Focus Group. Develop Northwards' own agreement | Seema Kohli Olivia Stokes October - December 2006 | Clear standards for involving BME residents in shaping services |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|--|--|---|--|---|
| Explore the development of Local Agreements | Improving services on an area basis | <p>Map current provision and establish the performance baseline</p> <p>Agree service standards and how Northwards will work with tenant and resident groups in each area</p> <p>Agree how standards will be monitored and resources available</p> | <p>Seema Kohli Principal Local Services Managers January - March 2007</p> | <p>Services will be 'tailored' to meet the needs and aspirations of local communities</p> |
| Develop a training programme to support options in the 'Choices for Involvement' | <p>To enable residents to link into their preferred method of participation by providing knowledge and skills to assist them to make a contribution to shaping the housing service</p> <p>To ensure staff understand their role in increasing resident involvement throughout the whole organisation</p> | <p>Access the core training needs for people linking into the range of options within the Choices for Involvement. Develop a programme of training in conjunction with the Resident Involvement Task Group and Area Panels.</p> <p>Carry out staff training</p> | <p>Seema Kohli Margo Singer November 2006</p> <p>Resident Involvement Agreement shared with staff May 2006 - managers briefed</p> <p>Staff training September 2006</p> | <p>Individuals able to make an informed contribution to the work of shaping the housing service</p> <p>Staff throughout the organisation contribute fully and effectively to resident involvement</p> |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|---|---|---|--|--|
| Review in-house training programme for tenant and resident groups | To provide a range of training so that members of residents' groups may achieve their objectives and work effectively | <p>The Resident Involvement Task Group to assess the current programme to ensure that it meets the needs of groups</p> <p>The Task Group to develop and improve the programme</p> | <p>Seema Kohli Margo Singer</p> <p>Existing programme in place (key elements reviewed October/ November 2005) Review by March 2007</p> | Groups achieving objectives and enhancing their communities |
| Assess and publicise external training | To provide access to independent training with a national perspective | Publicise external training opportunities by circulating material and on the website | <p>Seema Kohli Margo Singer</p> <p>Review existing information and update website June 2006</p> | <p>Networking with other tenants nationally</p> <p>Learning what happens elsewhere</p> |
| Relationship with Manchester Residents Association (MRA) | Develop effective working relationship with MRA | <p>Establish programme of liaison meetings</p> <p>MRA updated and consulted on actions being taken to develop resident involvement</p> | <p>Mike Stevens Seema Kohli</p> <p>From June 2006 (Initial meeting 6 June 2006 - quarterly meetings diaried)</p> | Regular and effective liaison - MRA input into development of effective resident involvement in Northwards |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|---|---|--|--|--|
| Support for existing and potential Tenant Management Organisations (TMOs) | Ensure appropriate support is provided | <p>Agree protocol with SHOUT and provide support and monitoring in accordance with it</p> <p>Provide appropriate support in exploring options for development of SHOUT TMO</p> <p>Provide appropriate support to Croydon Estate Tenant Association (CETA) in taking forward TMO development process</p> <p>Provide appropriate advice and support to other groups wanting to explore TMO development</p> | <p>Seema Kohli Protocol - June 2006</p> <p>In accordance with agreed development timetable/monitoring framework</p> | <p>Proper framework for support, monitoring and liaison is in place</p> <p>TMO proposals are in line with agreed timetable</p> |
| Establish Leaseholders Forum | Effectively engage leaseholders | <p>Publicise the initiative</p> <p>Recruit membership</p> <p>Provide appropriate training</p> | <p>Seema Kohli Alison Foster June 2006 - initial meeting 22 June 2006</p> | Leaseholders Forum established |
| Increase involvement of under-represented groups | Effectively engage under-represented groups | Implement mechanisms to facilitate involvement from under represented groups and build in a monitoring mechanism within these groups. Link to role for resident involvement and equality and diversity task groups. Ensure adequate training and support for staff. | <p>Seema Kohli Olivia Stokes</p> <p>Develop BME Focus Group and Disabled Tenants Focus Group (April 2006/August 2006)</p> <p>Link into work already being undertaken by Manchester Residents Association to increase input from young people (July 2006)</p> | Involvement increases - wider range of people have an input into shaping services |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|---|-----------|--------|---|---------|
| <p>Increase involvement of under-represented groups (Continued)</p> | | | <p>Review extensive contacts already established by Neighbourhood Wardens and explore how this can be used to increase feedback from young people (September 2006)</p> <p>Customer Satisfaction Survey - use returns to ensure input from younger tenants in Tenant Involvement Network (July 2006)</p> <p>Establish contacts with a range of community groups (March - June 2006). Review and draw up a more detailed action plan in conjunction with key contacts and BME Focus Group (July/ August 2006). Create diary of events to enable planned involvement (June 2006).</p> <p>Review involvement of older residents (December 2006)</p> | |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|---|---|--|---|---|
| Customer Satisfaction Survey | Test customer satisfaction and ask customers about preferred ways of getting involved | Develop survey Send to all tenants/leaseholders Analyse results Advise tenants of findings and key actions | Seema Kohli Survey June 2006 Findings to Performance and Quality Services Sub-Committee July 2006 | Survey carried out successfully and findings are used to influence decision making Survey also used to profile customers and create Tenant Involvement Network |
| Assist tenant and resident groups in creating their own website | Enable group to improve communications and widen involvement | Identify interested tenant and resident groups Provide assistance setting up website Provide training | Seema Kohli June 2006 | Websites are designed for groups, updated regularly and linked to NH website |
| Establish database of mystery shoppers and undertake regular mystery shopping exercises | Test services by mystery shopping | Volunteers identified Database produced Mystery shopping undertaken Tenants advised of results Service improvements identified and carried out | Seema Kohli June 2006 and monthly thereafter | Mystery shopping exercises are carried out successfully and findings are used to influence change in service delivery |
| Commence benchmarking with other ALMOs | Benchmark our services - learn from others and share learning | Establish key contacts in other ALMOs Report and share performance data Amend policies and procedures as appropriate | Seema Kohli August 2006 | Benchmarking exercises on key PIs and other measures of performance are carried out with other ALMOs regularly |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|---|---|--|--|---|
| Develop/support new and existing tenant and resident groups, task groups, forums and community groups | Ensure groups are properly supported and can effectively represent communities | <p>Provide training and financial support</p> <p>Provide training on diversity</p> <p>Collect Equality and Diversity information on existing groups</p> <p>Review contacts with community groups</p> | <p>Seema Kohli Resident Involvement Officers (RIOs) Olivia Stokes Continue existing programme Data collection completed May 2006 Report to Human Resources and Equality Sub-Committee 20 June 2006</p> <p>October 2006</p> | <p>New groups established</p> <p>Existing groups work more effectively and are more representative</p> |
| Tenant Inspectorate Scheme | Involve tenants in inspecting and improving services | <p>Recruit tenant inspectors</p> <p>Training provided</p> <p>Assist in inspections</p> | <p>RIOs Deborah Dalton Scheme established May 2006 Quarterly reports to Sub-Committee from August 2006</p> | <p>Inspections are carried out monthly and findings used to influence decision making and service improvement</p> |
| Create Tenant Involvement Network (a list of tenants willing to take part in informal consultation) | Widen involvement to include residents who might not want to get involved via traditional means | <p>Analyse results from Customer Satisfaction Survey and also the Communications Survey</p> <p>Publicise network</p> <p>Create a database</p> <p>Consult tenants using a range of mechanisms</p> | <p>Seema Kohli July 2006</p> | <p>Network created</p> <p>Tenants consulted on service improvement</p> |
| Film clip on tenant involvement | Present information in a range of accessible formats | <p>Finalise script for film</p> <p>Complete filming</p> | <p>Seema Kohli June 2006</p> | <p>Raise awareness/profile</p> |

| Issue | Objective | Action | Owner/Timescale | Outcome |
|--|--|--|--|---------------------------------|
| IT support for Area Panel members and tenant and resident groups | Ensure appropriate support is in place | Review support needs and current provision | Seema Kohli Diane Roberts March 2007 | Appropriate support is in place |

Access and Customer Care Action Plan

| Issue | Objective | Action | Owner/Timescale | Outcome | Status |
|---------------|--|--|---|--|---|
| Access review | Ensure access to services is appropriate and meets customer requirements | Carry out review of opening times and reception facilities, including <ul style="list-style-type: none"> • Signage • Information displayed • DDA compliance Full Access Review | Seema Kohli May 2006 December 2006 - March 2007 | Access reviewed in consultation with residents. Any improvements identified are implemented. | Current arrangements put in place following a fundamental service review by the Council in 1999/2000. Northwards Housing have carried out an interim review on reception areas and improvements have been implemented. Some Disability Discrimination Act (DDA) works outstanding at Monsall Street - due for completion July 2006. |
| On Call | Ensure performance monitored and service improved (daytime and out of hours service) | Measure performance in line with service standards: Target 1: 95% of calls answered Target 2: 5% of calls abandoned Target 3: 90% of calls answered within 15 seconds | Steve Finegan Review monthly from May 2006 | Performance Management information used to drive service improvement | April 2006 performance report 2006/2007 targets set by Performance and Quality Sub-Committee Various performance issues identified and being addressed (see meeting minutes) |

| Issue | Objective | Action | Owner/Timescale | Outcome | Status |
|---|--|---|--|--|---|
| Website (continued) Review SLA | Maximise service quality and Value for Money | Carry out review | Steve Finegan As per SLA review programme | SLA reviewed and any changes implemented | Initial meetings have been held with the Council |
| Tenant Handbook Information in other formats | Produce comprehensive, relevant and accessible handbook Extend range of information/formats | Publish service standards and other information in a handbook to tenants and leaseholders Make documents available in large print and Braille. Also other media including DVD, audio, CD Rom and transcribed in alternate languages | Lou Mitchell June 2006 Seema Kohli Olivia Stokes Review February/ March - gaps identified and key documents translated by May 2006 | Handbook produced Information available - increased accessibility | Now available and publicised - for distribution to all tenants and leaseholders June 2006 Customer Satisfaction Survey, Diversity Questionnaire and other documents now available - see list |
| Complaints and praise | Agree complaints and praise policy and procedure Have effective systems for recording, monitoring and reporting complaints and praise | Implement a new computerised system Measure performance in line with service standards: Target 1: 95% letters answered within 10 working days | Seema Kohli April 2006 Review monthly | Accessible system being used effectively to improve services | System is fully operational Policy and procedure agreed April 2006 performance report Quarterly reports to go to Performance and Quality Sub-Committee from July 2006 |

| Issue | Objective | Action | Owner/Timescale | Outcome | Status |
|-----------------------------------|--|---|--|--|----------------------------------|
| Complaints and Praise (continued) | Ensure effective learning occurs | <p>Target 2: 92% complaints answered within 15 working days</p> <p>Identify trends, types of complaints, response rate and any lessons learnt. Make sure learning is applied systematically.</p> | | | |
| Customer Satisfaction Surveys | Ensure satisfaction is effectively measured and results are used to improve services | <p>Carry out Customer Satisfaction Survey</p> <p>Analyse results</p> <p>Identify customer needs and involvement preferences</p> <p>Add to the Communications database and use to increase involvement (see Resident Involvement Action Plan)</p> <p>Feedback to customers via newsletter and website - include improvement plan</p> | <p>Seema Kohli Survey June 2006</p> <p>Report to go to Performance and Quality Sub-Committee in July 2006 Report to go to Board August 2006</p> <p>Autumn 2006</p> | Satisfaction measured and reported. Service improvements implemented as a result of customer feedback. | Survey closing date 30 June 2006 |

| Issue | Objective | Action | Owner/Timescale | Outcome | Status |
|---|--|--|---|--|---|
| Customer Satisfaction Surveys (continued) | | <p>Service and specific satisfaction surveys - report to the relevant sub-committee:</p> <p>Property and Procurement:</p> <ul style="list-style-type: none"> • Repairs • Decent Homes <p>Performance and Quality Services</p> <ul style="list-style-type: none"> • Rehousing • Anti Social Behaviour • Sheltered Wardens • Neighbourhood Wardens | Mike Stevens/Larry Patrick From June 2006 | | Incorporated into sub-committee work programmes/improvement plans |
| Customer satisfaction/care - performance management | Ensure proper performance management takes place | <p>Produce performance monitoring reports</p> <p>Use to drive service improvement</p> | Steve Finegan Seema Kohli From April 2006 | Performance effectively managed. Service improves as a result. | <p>4th quarter report June - March 2006</p> <p>April 2006 monthly report</p> |
| Under-represented groups | Ensure satisfaction levels are measured for groups which are traditionally under-represented | Establish Focus Groups - see Resident Involvement Action Plan. Customer Satisfaction Survey and surveys relating to discrete service areas: analyse data specifically for under-represented groups. | Seema Kohli July 2006 (Satisfaction Survey) | Satisfaction levels measured. Feedback used to improve services. | Survey closing date 30 June 2006 |

| Issue | Objective | Action | Owner/Timescale | Outcome | Status |
|--------------------|--|--|---|---|--|
| Customer profiling | Build a database identifying individual customers' needs Data from the Customer Satisfaction Survey to be used to identify customers' needs | Use data from a range of sources to create database | Olivia Stokes/ Seema Kohli July 2006 | Needs identified and data used to provide more appropriate service. | Surveys sent out - Deadline 30 June 2006 1812 Communication and Diversity surveys have also been distributed - 25% response rate. Second stage is planned in August. Input from staff and existing MCC data incorporated. |
| Training | Staff trained in customer care - customer care embedded throughout organisation | Devise training programme <ul style="list-style-type: none"> • New starters • Refresher training for existing staff Train staff 'using alternative communication' <ul style="list-style-type: none"> • Loop system • Language Line | Seema Kohli/ Margo Singer New starters April 2006 Existing staff May 2006 | Staff trained - customer care culture reinforced | Customer Care and Service Standards are now part of new employees induction programme Training has been delivered |
| Violent customers | Ensure effective policies and procedures are in place | Review current arrangements Update and relaunch | Mike Stevens December 2006 - March 2007 | Policies and procedures reviewed and updated | |

| Issue | Objective | Action | Owner/Timescale | Outcome | Status |
|--------------|----------------------|--|--|-----------------------|-------------------------------------|
| Charter Mark | Achieve Charter Mark | Make application - achieve Charter Mark | Seema Kohli Report to Board - October 2006 Begin application process November 2006 Achieve Charter Mark by April 2007 | Charter Mark achieved | Initial report to Board May 2006 |