



## Report to:

Northwards Housing Board  
14<sup>th</sup> June 2006

## Item No:

# 11b

<b>Title:</b>	Service Improvement Plan		
<b>Date:</b>	5 <sup>th</sup> June 2006		
<b>Author:</b>	Steve Finegan, Business Support Manager	<b>Tel No:</b>	0161 227 3012
<b>E mail:</b>	s.finegan@northwardshousing.co.uk		
<b>Confidential:</b>	NO		
<b>For: (Please tick action required)</b>	<b>NOTING</b>	<b>DISCUSSION</b>	<b>APPROVAL</b> √

### PURPOSE OF REPORT

To update the Board on the final production of the Service Improvement Plan. The attached plan has been reviewed on receipt of the final team and service specific improvement plans.

### RECOMMENDATION

The Board are asked to consider and approve Northwards Housing Service Improvement Plan for 06/07.

### IMPLICATIONS

<b>Equality &amp; Diversity:</b>	There are implications for BME groups and other underrepresented groups in terms of improved access to services; involvement and service improvement.
<b>Financial:</b>	There are potential savings, non cashable efficiencies and increased value for money built into the plan.
<b>Staffing:</b>	No direct implications for staffing as improvements can be met from existing resources.
<b>Decency Target:</b>	The Procurement Strategy including mobilisation of new partners is included in the plan
<b>Governance:</b>	Includes development of the Board and plans to strengthen the capacity of the Area Panels.

**Equality & Diversity Implications** (Please tick where relevant):

BME	<input checked="" type="checkbox"/>	Lesbian/Gay/Bisexual/Transgender	<input checked="" type="checkbox"/>
Elderly	<input checked="" type="checkbox"/>	Single Parents	<input checked="" type="checkbox"/>
Young	<input checked="" type="checkbox"/>	Domestic Violence	<input checked="" type="checkbox"/>
Disability	<input checked="" type="checkbox"/>	Alcohol / Drug Mis-users	<input checked="" type="checkbox"/>

**Consultation/Consideration:**

	<b>Yes, No or N/A:</b>	<b>Name:</b>	<b>Date:</b>
<b>Sub-Committee:</b>	<b>No</b>		
<b>Area Panel:</b>	<b>No</b>		
<b>Ward Councillors:</b>	<b>No</b>		

1. At its meeting on 16<sup>th</sup> May 2006 the Board approved the development of the draft Service Improvement Plan subject to the production of a final version once all the Team Improvement and Service Specific Improvement Plans had been submitted and approved by the Executive Management Team.
2. Attached is the final version of the Service Improvement Plan for 06/07. It includes some information relating to the first six months of the company's operation between December 2005 and March 2006.
3. The attached plan is the high level strategic plan that should be reviewed by the Board. The various Sub Committees' will have the opportunity to consider more detailed service specific plans as appropriate.
4. It is recommended that the Board reviews this plan in September/October 2006 following the outcome of the inspection by the Audit Commission, when the recommendations from inspection, including the Action Plan, have been incorporated.



Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>2. SUPPORT MCC's STRATEGIES</b>								
<b>2.1 Effectively engage with tenants &amp; other stakeholders</b> <ul style="list-style-type: none"> <li><b>New NH Resident Involvement Agreement looking at new ways of involving and engaging tenants</b></li> <li><b>Embracing equality and diverse communities</b></li> </ul>	Dec 05	Sept 06	G Lees	Performance & Quality Services	KLOE 5 – Resident Involvement  KLOE 31 - Diversity	Accountable Tenant focused  Embracing equality and diverse communities  Top class customer service	Increase opportunities for tenants and service users to get involved in decision making  Contribute to the wider regeneration of North Manchester	Endorsed by Task Group, Area Panels and Sub-Committees prior to Board approval in May 06  2006/07 Capital Programme approved by Board in Feb 06
<b>2.2 Contribute to the preparation &amp; delivery of Housing strategy</b> <ul style="list-style-type: none"> <li><b>NH Investment Strategy developed to help create safe and sustainable communities and deliver quality and choice in the housing market</b></li> </ul>	Dec 05	Sept 06	G Lees	Procurement & Property	KLOE 2 – Strategy & Enabling. KLOE 13 – Regeneration & Neighbourhood Renewal	Promote equality and diversity  Quality services  Warm, safe and affordable homes  Successful communities	Contribute to MCC Housing Strategy and Manchester's Community Strategy	5 year Capital Programme approved by Board in March 06. Year to Year breakdown approved in May '06

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<p><b>2.3</b> Contribute to relevant strategies i.e. North Mcr Regeneration, Community Safety, Older people, Ward Co-ordination</p> <ul style="list-style-type: none"> <li>• Regeneration Project Group to work with partner organisations</li> </ul>	Dec 05	Sept 06	G Lees	Procurement & Property	KLOE 2 – Strategy & Enabling. KLOE 13 – Regeneration & Neighbourhood Renewal	<p>Safer places to live</p> <p>An attractive environment</p> <p>Local services</p>	<p>Support the implementation of North Manchester Strategic Regeneration Framework and Local Plans</p> <p>Implemented to benefit of NH tenants</p>	<p>Regeneration Project Group established April 05 – work programme developed</p> <p>Work continuing on Local Plans</p>
<p><b>3. STOCK INVESTMENT &amp; ASSET MANAGEMENT</b></p> <p><b>3.1</b> Procure JVCo &amp; Framework Contracts in accordance with timetable approved by the Board</p>	March 05	May 06	L. Patrick with M. Roberts	Procurement & Property	<p>KLOE 3</p> <p>VFM</p> <p>Diversity</p> <p>Access to Services</p>	<p>Top class customer service</p> <p>Embracing Equality</p> <p>Tenant focussed</p> <p>Accountable Local Services</p>	<p>Preferred partners established for;</p> <p>Responsive repairs</p> <p>Servicing</p> <p>Decent Homes work through modern</p>	<p>At the end of stage 2 assessment - 21.04.06.</p> <p>Some finance issues to resolve – 26.04.06</p> <p>Preferred partner for Framework Contract to be approved by Board</p>

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>3.2 Procurement Strategy to deliver DHS</b>  a) Planning Programme	Jan 06	May 06	C. Hopkins	Procurement & Property	VFM Diversity KLOE 3 Access	Attractive environment  Warm, safe homes  Tenant focussed  Embrace diversity  Top class customer services  Warm, safe, dry houses  Successful communities	recruitment practices   First programme start April 06	- 06.05.06.  Appointments to Framework Agreement to be approved by Board – 16.05.06  Status monitored via traffic light report to P & P, quarterly by Board
	b) Mobilisation of new partners	June 06	Aug 06	M. Roberts	Procurement & Property		Successful mobilisation	Partners to be appointed May 06. Mobilisation

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
c) SLEA – Securing Local Economic Advantage	Sept 06	Dec 06	M. Roberts	Procurement & Property	KLOE 3 VFM		Building in supply chain	September 05
d) Securing Culture change for Partnership Work	Sept 06	Feb 06	P. Maidment	Procurement & Property			Training of Employment initiatives commenced	Partners to be appointed May 06, Mobilisation September 06
							Increase in Partnership Working	Partners to be appointed May 206, mobilisation 06
							Increased value Innovation	
<b>3.3 Asset Management ICT system</b>								
a) Scoping new ICT system	March 06	July 06	J. Burton & M. Roberts	Resource & Governance		VFM	Process mapped	Staff identified work commenced – 15.04.06
						Top class customer service	Linkages Established	
						Safe, warm dry homes	Asbestos links planned	
b) Training	Sept	Oct 06	J. Burton &	Resource &			Staff adequately	Due to start

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
c) Implementation	06		M. Roberts	Governance		VFM Top class customer service Safe, warm dry homes	trained to use	September /October 2006
	Oct 06		J. Burton & M. Roberts	Resource & Governance		Valuing staffing VFM Top class customer service	Fully functioning system with accurate and timely reports	October 2006
d) Further system development	Jan 07	April 07	J. Burton & M. Roberts			Safe, warm dry homes	Greater functionality	Commence Jan 07
<b>3.4 Gas Servicing Action Plan</b>								
a) Short term objectives	April 06	Jul 06	J. Lawson	Procurement & Property	VFM Diversity KLOEs	Top class customer service	Appointment system in place Wednesday evening & Saturday morning	By 01.05.2006: New procedures in place Extended

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
b) Longer term Objectives	Oct 06	Dec 06	J. Lawson	Procurement & Property	VFM Diversity KLOEs	Tenant focussed Safe homes VFM  Top class customer service Tenant focussed Safe homes VFM	slots available Escalation procedure in place Reduction in no access Improvement in rate of servicing  Move from 10 to 11 month cycle Texting	appointments  -10% by July 2006 +.04% by July 2006  To commence October 2006 Texting to secure access – January 2006
<b>3.5 Adaptations Service</b> a) ensure effective liaison	April 06	June 06	M. Roberts	Procurement & Property	VFM KLOE 3	Top Class Customer	Seamless service Less disruptive	Negotiation Commenced – 15.04.06

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
between Decent Homes Programme and MCC Team on larger adaptation works during major decency works					Diversity Access	Service Enabling diversity Tenant focussed efficiencies Quality Service VFM	Improved satisfaction Better VFM Remove barriers Agree OT issues	
b) Negotiate a quality protocol with MCC Team on information on requests, timescales and performance on adaptation requests.	April 06	July 06	S. Sanderson	Procurement & Property	VFM Access Diversity	Prompt diversity	Effective monitoring arrangements for both sides Better outcomes for disabled tenants	1 <sup>st</sup> meeting arranged – 28.04.06
<b>3.6 Reduce Void Relet Times</b> a) Short term	Dec 05	Jan 06	L. Patrick	Did not exist	VFM KLOE 3 KLOE	Quality Services VFM Successful communities	System changes to accurately measure PI revisions to procedures	New void codes implemented – February 2006 No demand code removed- March 2006

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
b) Longer term review of actions required	April 06	Sept 06	L. Patrick & M. Stevens	Procurement & Property with Performance & Quality		Attractive environment	Implement changes to void process to meet new targets and longer plan for top quartile	<p>Establishment of Working Party – February 2006</p> <p>Initial actions implemented e.g. instructions including;</p> <p>Instruction on period between let and tenancy start – February 2006</p> <p>Introduction of same day let targets – March 2006-</p> <p>Lets arranged for day after handover – April 2006</p> <p>Action Plan – May 2006 to P &amp; Q</p>

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<p><b>3.7 Increase % of planned to responsive repairs</b></p> <p>a) Review opportunities with new partner and tenants</p>	Oct 06	Dec 06	S. Sanderson	Procurement & Property	KLOE 3 VFM	Top class customer service  Accountable VFM	performance  System redesign  Further increase in planned to responsive spend  Improvement in service  Increased Partnership Working	To start just after new partner is chosen and in place in October 2006
<p><b>3.8 Reduce % of emergency repairs</b></p> <p>a) Review current opportunities for reductions with tenants, City Works and On Call</p>	April 06	Sept 06	S. Sanderson	Procurement & Property	KLOE 3 VFM	Tenant Focussed  Quality Services  VFM	Reduction in emergency repairs  Better VFM  Better use of tradesmen	Production of initial action plan – May 2006

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
b) Review future opportunities for reductions with tenants, On Call and new partners	Sept 06	Dec 06	S. Sanderson	Procurement & Property	KLOE 3 VFM	Tenant Focussed  Quality Services  VFM	Reduction in emergency repairs	Production of main action plan – December 2006
<b>4. HOUSING INCOME MANAGEMENT</b>								
<b>4.1 Improve PI performance</b>								
- Rent Recovery Team to be expanded and developed	April 06	June 06	A Foster	Resource & Governance	KLOE 4 – Housing Income Management	Local Services Tenant Focused Accountable	Improved collection and recovery rates	Benefit Advisers appointed in April.
- Rent Recovery Action Plan	April 06	June 06	A Foster			Committed to our staff		Member status of Rent Income excellence network to develop good practice
								Training for all new and existing staff April / May
<b>4.2 Work with Council on rent setting for 07/08</b>	Nov 06	Feb 07	A Foster					Annual rent setting process arising

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>4.3 Increase / improve effectiveness of debt advice - establish effective relationship with CAB and debt advice agencies</b>	May 06	July 06	A Foster	Resource & Governance	KLOE 4 – Housing Income Management	Tenant Focused	Joined up and effective debt advice	from Management & Maintenance subsidy determination.  Appointment of dedicated Debt Advice Officer May 06
<b>5. RESIDENT INVOLVEMENT</b>								
<b>5.1 Secure Board approval for Tenant Compact</b>	Mar 06	May 06	M. Stevens	Performance & Quality	KLOE 5	Tenant focused  Quality Services	Northwards Compact agreed	On schedule – draft to Area Panels / P&Q sc – April 06
<b>5.2 Develop Resident Involvement Strategy and Action Plan</b>	Apr 06	June 06	M. Stevens	Performance & Quality	KLOE 5	Tenant focused  Quality Services	Strategy & Plan agreed	On schedule – Review being carried out with PEP. To Board June 06.
<b>5.3 Establish and develop role of Resident Involvement Task</b>	Mar 06	May 06	M. Stevens	Performance & Quality	KLOE 5	Tenant focused	Group established –	On schedule – Task group

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
Group to help assess effectiveness of resident involvement.						Quality Services	Work programme agreed	included in draft Compact
<b>6. TENANCY &amp; ESTATE MANAGEMENT</b>								
<b>6.1 Develop Estate Management Standards</b>	Mar 06	May 06	M. Stevens	Performance & Quality	KLOE 6	Customer focused Safer Places Attractive environment	Standards agreed with residents	Consulting on draft
<b>6.2 Tenancy Enforcement Arrangements / dealing with ASB</b>	Feb 06	May 06	M. Stevens	Performance & Quality	KLOE 6	Safer places	Improved case management Better assessment of tenant satisfaction	Reviewing procedure / staff guidance. Workflow review under way. Tenant satisfaction survey being implemented
<b>6.3 DV &amp; Hate Crime/Complaints</b>	Feb 06	May 06	M. Stevens	Performance & Quality	KLOE 6	Safer places	Improved monitoring and performance management	Review completed – new monitoring arrangements being put in place.

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>7. ALLOCATIONS &amp; LETTINGS</b>								
<b>7.1 Evaluate how effectively Homefinder meets requirements of NH and its customers</b>	May 06	Oct 06	A. Duffield	Performance & Quality	KLOE 7	Quality services Successful communities	Review completed	SLA review programme agreed and lead officer identified
<b>7.2 Liaison arrangements with MCC on Housing Register &amp; Allocation Policy</b>	May 06	Sept 06	A. Duffield	Performance & Quality	KLOE 7	Quality services Successful communities	Liaison arrangements established and fully effective	Lead officer identified
<b>8. HOMELESSNESS &amp; HOUSING NEEDS</b>								
<b>8.1 Contribution to housing advice and homelessness prevention</b>	Apr 06	Sept 06	A. Duffield	Performance & Quality	KLOE 7	Quality services Successful communities	Liaison arrangements established and fully effective	Lead officer identified
<b>8.2 Temporary accommodation provided by NH</b>	May 06	Sept 06	A. Duffield	Performance & Quality	KLOE 7	Quality services Successful	Liaison arrangements established and fully effective	Lead officer identified

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
						communities		
<b>9. SUPPORTED HOUSING</b>								
<b>9.1 Contribution to SP Strategy</b>	Jan 06	May 06	P. Scappaticci	Performance & Quality	KLOE 10/11	Quality Services Successful Communities	Effective input into strategic city wide review/strategy development	Review group established, NH contributing
<b>9.2 How does provision meet the needs of residents?</b>	Mar 06	May 06	P. Scappaticci	Performance & Quality	KLOE 10/11	Quality Services Successful Communities	Review Improvement Plan with Tenant forum	Draft plan to go to forum May 06
<b>9.3 Asset management strategy for Supported Housing within overall strategy sheltered</b>	June 06	Oct 06	M. Roberts	Procurement & Property	KLOE 3 KLOE 11	Warm, safe & dry homes Embracing diversity Quality Services	Asset Management strategy for sheltered blocks with links to Wider Regeneration Framework	Work to commence June 06

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>9.4 Charging Arrangements</b>	Mar 06	May 06	P. Scappaticci	Performance & Quality	KLOE 10/11	Quality Services Successful Communities	Better information to residents	Current information reviewed – new information being drafted
<b>9.5 Improvements to Warden Service</b>	Mar 06	May 06	P. Scappaticci	Performance & Quality	KLOE 10/11	Quality Services Successful Communities	Review Improvement Plan with Tenant forum	Draft plan to go to forum May 06
<b>10. LEASEHOLD MANAGEMENT/RTB</b>								
<b>10.1 Contribution to RTB</b>	Apr 06	June 06	A. Foster	Resource & Governance	Leasehold Management, shared ownership and right to buy		Good working relationship with MCC re the Right to buy and leaseholder function.	Protocol with MCC April 06.
<b>10.2 Effectiveness of leaseholder services</b>	Apr 06	June 06	A. Foster	Resource & Governance	Leasehold Management, shared ownership and right to buy	Local services and Asset / procurement team.	Leaseholders are well informed of forecast capital works.	Protocol with MCC April 06.

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>10.3 Leaseholder engagement</b>	Apr 06	June 06	A. Foster	Resource & Governance	Leasehold Management, shared ownership and right to buy	Local services and Asset / procurement team.	Leaseholders receive a good day to day repair and maintenance service.  Establishment of a leaseholder forum within NH	Letters to Leaseholders in May 06.  Establishment of Forum in June 06
<b>11. REGENERATION &amp; NEIGHBOURHOOD RENEWAL</b>								
<b>11.1 Contribution to Regeneration</b>  <ul style="list-style-type: none"> <li>Examine over arching objectives for regeneration in North Manchester and identify key regeneration areas</li> </ul>	Dec 05	Dec '06	G Lees	Procurement & Property	KLOE 13 – Regeneration & Neighbourhood Renewal	Successful communities  Safer places to live  An attractive environment  Promote equality and diversity	Support the implementation of North Manchester Strategic Regeneration Framework and Local Plans  To strengthen local partnership arrangements and maximise	Ongoing liaison with North Manchester Regeneration, New East Manchester and Private Sector Housing regarding Local Plans
<b>11.2 Strengthen partnership arrangements</b>	Dec 05	Dec 06	G Lees	Procurement & Property	KLOE 13 – Regeneration &	Accountable		Regeneration Project Group

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<ul style="list-style-type: none"> <li>Regeneration Project Group to work with partner organisations</li> </ul> <p><b>11.3 How does NH's strategy contribute to neighbourhood renewal</b></p> <ul style="list-style-type: none"> <li>Draft Asset Management Plan in place and Investment Strategy to be developed which will identify how NH is working to improve North Manchester</li> </ul>	Dec 05	Dec 06	G Lees	Procurement & Property	Neighbourhood Renewal  KLOE 2 – Strategy & Enabling. KLOE 3 – Stock Investment/Asset Management. KLOE 13 – Regeneration & Neighbourhood Renewal	Local Services  Value for money  Warm, safe and affordable homes	<p>impact of NH Capital Programme</p> <p>Identify and utilise alternative funding arrangements</p> <p>Contribute to NMSRF, Local Plans and contribute to renewal</p> <p>Contribute to MCC Housing Strategy and Manchester's Community Strategy</p> <p>Work with Private Sector Housing in HMR areas to develop long term strategy to</p>	<p>established April 05 – work programme developed</p> <p>Draft Asset Management Plan going to P&amp;P Sub-Committee in May 06 and will go to Board in June 06 for approval</p>

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>11.4 Sustainable communities</b> <ul style="list-style-type: none"> <li>• Identify properties/areas in low demand or poor condition and conduct options appraisals where necessary</li> <li>• Contribute to the development of local plans</li> </ul>	Dec 05	Dec 06	G Lees	Procurement & Property	KLOE 2 – Strategy & Enabling. KLOE 13 – Regeneration & Neighbourhood Renewal		tackle wider issues of market failure  Reduce numbers of low demand or poor condition stock  Contribute to creating sustainable communities  Conduct options appraisals with partners and strengthen relationships	Ongoing through the work of the Regeneration Project Group
<b>12. ACCESS &amp; CUSTOMER CARE</b>  <b>12.1 Access review</b>	Mar 06	May 06	M. Stevens	Performance & Quality	KLOE 30	Quality services  Tenant focus	More accessible service	Initial review (reception areas) completed and actions being implemented. Report due to P&Qs May 06

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>12.2 SLA review of On Call</b>	Jul 06	Oct 06	S. Finegan	Performance & Quality	KLOE 30	Quality services Tenant focus	SLA Reviewed	Lead officer identified and timetable agreed
<b>12.3 Complaints monitoring &amp; analysis (lessons learned)</b>	Mar 06	July 06	M. Stevens	Performance & Quality	KLOE 30	Quality services Tenant focus	Better complaints monitoring – structured and systematic approach to learning lessons and improving services as a result of complaints	Agreed as part of P&Qs terms of reference – quarterly reports from July 06
<b>12.4 Communications strategy</b>	Feb 06	June 06	S. Finegan	Performance & Quality	KLOE 30 – Access and Customer Care KLOE 31 - Diversity	Tenant focused Embracing equality and diverse communities Top class customer services	Improved internal/external communication and development of innovative methods of engagement with customers and staff	Working group to develop strategy. Formation of editorial group of tenants to review and endorse publications.

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>13. DIVERSITY</b>								
<b>13.1 E &amp; D Action Plan</b>	Dec 05	Nov 06	O Stokes	Human R & Equality Sub Committee	KLOE 31 – Diversity  KLOE 30 – Access & Customer Care	Embracing equality and diverse communities  Committed to our staff	Board approval in May 06  Compliance with revised Code of Practice in Race Equality in Housing  Contribute to meeting BVPI Targets Achieve Equality Standard level 3 by March 07	Revised draft Sub Committee in April 06 and for consultation with Area Panels in April and Manchester Council Community Relations and BME & disabled focus groups.
<b>13.2 Community Profiling</b>	Dec 05	Aug 06	O Stokes	Human R & Equality Sub Committee	KLOE 5 – Resident Involvement  KLOE 30 – Access & Customer Care  KLOE 31 – Diversity	Tenant Focused  Embracing equality and diverse communities  Local Services	Improve knowledge of under-represented groups and their needs and plan future services accordingly  Increase customer confidence in NH from minority	Customer surveys to commence in May 06  New IT database developed.  Integrate data into new Comino IT System by Oct 06

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>13.3 Partnership arrangements</b>	Mar 06		O Stokes	Human R & Equality Sub Committee		Local Services Embracing Equality & Diverse communities	groups Identification of individual customer needs  Improved and easier access to services  Contribution to community cohesion and sustainable communities	
<b>13.4 Hate Incidents - Crime - Harassment - ASB</b>	Feb 06	May 06	O Stokes	Human R & Equality Sub Committee  Human R & Equality Sub Committee	KLOE 31 – Diversity	Tenant Focused  Embracing equality and diverse communities	Contribution to BVPI 174/175  Improved /increased levels of reporting & awareness	Developing new protocol for domestic violence strategy and joint working with police and MCC

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
								Policy & Procedures for racial harassment reviewed and updated. Approval by Sub Committees in April 06
<b>14. VALUE FOR MONEY</b>								
<b>14.1 Identify core costs &amp; benchmark</b>	April 06	June 06	A Foster	Resource & Governance	KLOE 32 – Value for money	Accountable	Proper understanding of cost structure and position against peer group.  Develop action plan based on discussions	Working with Housemark  Training being timetabled for April
<b>14.2 Annual Efficiency Statement</b>	April 06	May 06	S Wood	Resource & Governance	KLOE 32 – Value for money	Accountable  Local services  Top Class Customer services	Ability to redirect resources to front line services  Creation of VFM understanding and culture through organisation	First draft AES due at end of April

Action	Start	Review Date	Lead	Sub Committee Monitoring	Contribution to KLOE's	Contribution to Values / Objectives	Expected Outcome	Status inc. Date
<b>14.3 Risk management</b>	April 06	May 06	S Wood	Resource & Governance	All	All	Proper assessment of risks faced by the organisation and appreciate their impact and probability  Development of risk awareness culture	First draft risk strategy to R&G in May 06
<b>14.4 Procurement strategy</b>	May 06	June 06	A Foster	R&G	VFM	Local services Customer services	Value for money and added value approach incorporated into procurement	Initial draft strategy prepared for review April 06