



Report to:

Northwards Housing Board
11th March 2008

Item No:

9a

Title:	Inspection Action Plan (2006)		
Date:	3 rd March 2008		
Author:	Steve Wood	Tel No:	0161 227 3018
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Confidential:	No		
For: (Please tick action required)	NOTING ✓	DISCUSSION	APPROVAL
PURPOSE OF REPORT			
To present to the Board a summary of progress on the Inspection Action Plan as put together from the reports to Sub-Committees			
RECOMMENDATION			
The Board are asked to note progress to date.			
IMPLICATIONS			
Equality & Diversity:	Diversity is a key element in Inspection		
Financial:	There are some additional financial and resource implications to enable delivery of some of the inspection recommendations		
Staffing:	Actions should be delivered mainly within existing resources		
Decency Target:	Asset Management is a key element in Inspection		
Governance:	The Inspection Action plan will build on good governance		
Risk Assessment:	Performance against the key recommendations of the Action will be the subject of re-inspection within two to three years		

Equality & Diversity Implications (Please tick where relevant):

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

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	Yes	HR & Equality Neighbourhood & Quality Services Procurement & Property Resource & Audit	5 th February 2008 22 nd February 2008 27 th February 2008 5 th February 2008
Area Panel:	Yes	Summary report of Inspection outcome and action plan provided.	February 2007
Task Groups	No		
Ward Councillors:	N/A		

1. The report below sets out progress to date on the Inspection Action Plan items.
2. As requested at the last meeting a full report has been prepared for this meeting.
3. The full report shows **7 recommendations** (split into 16 parts) and **58 supplementary comments** where progress will be reported through to Sub-Committees.
4. A summary of progress to date is as follows:


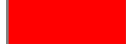
	Total	Completed	Overdue	Not Yet Due
Inspection recommendations	16	11	5	-
Supplementary comments	58	42	16	-
		71.6%		

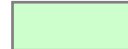

5. Since the last Board report there has been 3% deterioration in completions. This is because following the recent Internal Audit review it has been agreed to not mark any items as complete until they are fully operational.
6. Comments on some of the overdue items are as follows:
 - The results of the Stock Condition survey and Asbestos survey are now loaded into the computer but are yet to be linked across systems;
 - Reporting solutions for performance indicators, including on sustainability, are still difficult to get from the Civica system;
 - Work is progressing on aiming to achieve Equality Standard Level 3 but this has not been achieved by the original timescale;
 - Working with MCC as well as reviewing the internal procedure over service charges and their recovery.


Recommendation

7. The Board are asked to note progress to date.

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 = Completed within target
 = Overdue

 = Completed but overran
 = Likely to overrun

 = on track

Recommendation	Proposed Action	Responsibility / Resource Implications	Sub-Committee	Timescale / Milestones	Link to Northwards Objectives	Comments
Inspection Recommendations (R1 – R7)						
R1.1 Completing the current external assessment for statutory requirements on Asbestos	External consultants engaged to carry out independent review of Northwards' compliance with current asbestos legislation.	Larry Patrick/David Heys	Procurement & Property	July 2006	1,3,4 & 5	Report prepared and submitted to Inspectorate as additional supporting evidence (July 2006) Completed within target timescale
R1.2 Completing the actions in the existing action plan.	Action Plan reviewed and amended following receipt of consultants report and recommendations. Some actions updated, others have timescales adjusted. Asbestos Management Plan approved by Northwards' Board, (December 2006)	Larry Patrick/David Heys	Procurement & Property	July 2006	1,3,4 & 5	Three parts complete and one underway although taking longer than original target.
	a) Awareness training delivered to 'responsible persons'.					Completed within target time. Some mop ups for absentees required

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Inspection Recommendations (R1 – R7)						
	b) All other actions awaiting outcome of survey activity.			New stock condition survey commissioned February 2007.		and run. New survey commissioned in March slightly overran target time. VFM approval required. Survey Underway
	c) New computer system to be completed.					Update – have data in Promaster – not fully useable yet. Will be fully useable by end Feb 2008. Completion of project to link to responsive repair notes will be completed by June 2008
	d) Survey identified additional individuals who require asbestos awareness training	Alan Lawrenson		September to December 2007		Additional training completed on time.
R2.1 Ensuring existing plans for a comprehensive survey are completed (Including assessments of decent homes	New stock condition survey to be commissioned in February 2007 Included within scope of proposed surveys	Larry Patrick/ Paul Maidment	Procurement & Property	Commissioned February 2007 Completion June 2007	1,3 & 4	Funding released by MCC for survey (January 2007). Savills to be commissioned Feb 2007 Completed but

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Inspection Recommendations (R1 – R7)						
standard compliance, the HHRS (Housing Health and Fitness Rating System) and the occurrence of asbestos)						slightly overran target time. Commissioned March 2007. Required VFM approval. Survey Underway
R2.2 Ensuring plans to link asset management and responsive repairs databases are implemented.	Introduction of new asset management software.	Larry Patrick/ Paul Maidment /Sue Sanderson	Procurement & Property	March 2007	1,3 & 4	CIVICA introduction completed on time Promaster introduction has been delayed to ensure CIVICA properly embedded. Planned for June 2007 – not on track, new date to be confirmed. A Promaster Working Group has been set up and issue log established. A new programme will be issued for Promaster implementation. Promaster will allow responsive repairs to be recorded. Some elements will be complete end of

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Inspection Recommendations (R1 – R7)						
						February 2008. Asbestos information will be cross over by June 2008.
R2.3 Extending the collection of stock condition data to maximise the availability of current and future stock condition information.	We will investigate the training of repair surveyors to update stock condition information. Plan to carry out further stock condition survey in 2009/10.	Larry Patrick/ Paul Maidment/ Sue Sanderson	Procurement & Property	January 2008 Further stock condition survey commission in December 2009	1,3 & 4	In place for carrying out surveys by responsive repairs surveyors. Project will include void surveys only. Completed on time.
R3.1 Continue to reduce the proportion of repairs ordered as emergencies	Action Plan to reduce emergencies agreed with On Call and MWL implemented	Larry Patrick/ Sue Sanderson	Procurement & Property	June 2006 and reviewed on a monthly basis	1,3 & 5	Current percentage of emergency repairs completed for period 1.4.07 – 31.12.07 was 16.35%. Target is 12.5%. Updated Action Plan submitted to Sub Committee January 2008.
R3.2 Redirect expenditure from response repairs to planned	Action Plan agreed with Technical Services to increase planned works.	Larry Patrick/ Sue Sanderson	Procurement & Property	June 2006	1,3 & 5	Updated Action Plan submitted to Sub-Committee January 2008.

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maintenance and to evaluate the value of one day urgent repairs	Closely working together to organise schemes after improvement works completed. Ensuring they are maintained properly.			Reviewed quarterly		
R3.3 More accurately measure and record the percentage of repairs completed within the time limits	New IT system (Civica) will enable us to accurately measure this PI	Larry Patrick/ Sue Sanderson	Procurement & Property	March 2007	3	Timescale has slipped due to Civica not being implemented as anticipated. Some Repairs Data now being produced, further to follow. We have changed how we measure this KPI now, to be consistent with Audit Commission guidelines. This information is now available.
R3.4 Implement a robust procedure for collecting recharged repairs which are tenants' responsibility	Procedure to be drafted, consulted on and implemented	Steve Wood/ Alison Foster	Resource & Audit	September 2007	3 & 4	Procedure being drawn up and being implemented. <i>31st March 2008</i>
R4.1 Further developing a range	Local indicators to be developed with Civica	Steve Wood/ Steve Finegan	Neighbourhood & Quality	March 2007	3 & 4	Review of Performance

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of local performance indicators at neighbourhood level	(previously called Comino) and included in Framework.		Services			Management Framework completed March 2007. Development of additional local performance indicators: work now being undertaken to implement reporting solution within Civica.
R4.2 Measuring and reporting on the impact and outcomes of a range of actions on sustainability and service improvement.	Introduce new sustainability indicators and methodology and more open reporting of service improvement initiatives.	Steve Wood/ Steve Finegan	Neighbourhood & Quality Services	June 2007	2,3,5 & 6	Restructure of Business Support Team carried out to deliver greater impact on service/performance improvement. Sustainability indicators – currently being reviewed with MCC.
R4.3 Developing detailed efficiency targets linked to budgets.	Efficiency and Value for Money strategies to be updated in April 2007 and linked to Budget.	Steve Wood	Resource & Audit	May 2007	4	Budget, with reference to efficiencies to Board in March 2007 and linked VFM strategies to Board

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						in May 2007.
R5.1 Involving leaseholders in the delivery of the service building on recently formed forum.	Leaseholder Forum established in May 06. Quarterly meetings to ensure leaseholders are fully engaged on all leaseholder matters within the Northwards area. Leaseholder Handbook in preparation.	Steve Wood/ Alison Foster	Neighbourhood & Quality Services	March 2007	3,4 & 6	The Leaseholder Forum is now well established.
R5.2 Developing service standards with leaseholders and publishing them.	Draft Service Standards for leaseholders within Handbook; to be published in March 2007.	Steve Wood/ Alison Foster	Neighbourhood & Quality Services	March 2007	3,4 & 6	Completed
R5.3 Developing procedures to enable leaseholders and Right to Buy owners to benefit from joining into appropriate major works programmes.	Consultation with Framework partners and Manchester Working in order to offer buy in to Leaseholders/owners where appropriate	Larry Patrick/ Paul Maidment	Procurement & Property	June 2007	1 & 3	Particular emphasis on works for leaseholders and shared parts (e.g. roofing and gas servicing). On track – will go to June P&P for approval. Gone to

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						July 2007 P&P. Delayed as needed Framework Approval. Complete July 2007.
R5.4 Working with the Council on the recovery of service charges.	Leaseholder Protocol drafted to ensure effective communication between MCC and Northwards to be finalised	Steve Wood/ Alison Foster	Resource & Audit	June 2007	4	Recovery of service charges is a function of MCC; this has not been delegated to Northwards to date. Discussions started internally on approach. <i>Timetable to be agreed.</i>
R6 To address all weaknesses in the inspection report in such a way that the benefits outweigh the costs.	See Actions above on R1-R5	EMT	Resource & Audit		4	

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Supplementary Comments (8 – 65)						
8 Improve performance on complaints (also see 18 below) ensure systematic learning from customer feedback.	New policy, procedure and monitoring system established. Quarterly reports provided to Neighbourhood and Quality Services Sub-Committee and Area Panels. Complaints Panel established and meeting regularly to review performance and ensure learning from customer feedback.	Steve Finegan/ Seema Kohli	Neighbourhood & Quality Services	March 2007	3	Completed. Complaints Panel – vehicle for systematic review and learning meeting (quarterly). New Business Support structure from 1 April 2007. Performance Improvement Group (PIG) established.
9 Service standards need to be developed for some service areas including Sheltered Wardens and Caretakers	Caretaking Standard issued October 2006.	Mike Stevens/ Pat Scappaticci	Neighbourhood & Quality Services	October 2006	3 & 6	Completed. Caretaking Standards have been issued to all tenants in multis. New tenants issued with them by

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Supplementary Comments (8 – 65)						
	Sheltered Wardens and Environment Management – consultation undertaken and issue scheduled for February 2007.	Environmental Management – Claire Tyrrell		March 2007		caretakers. Wardens – completed Managing Your Neighbourhood – completed.
10 Development of long term plans for Sheltered Housing	Northwards is playing a key role in the development of City Wide strategies and plans in relation to older people and supported accommodation. We will develop our own Retirement/Sheltered Housing Strategy by September 2007.	Mike Stevens/ Pat Scappaticci	Neighbourhood & Quality Services	September 2007 – revised to January 2008	3, 4 & 7	Retirement Housing Strategy in preparation. Methodology agreed and timescale revised to January 2008. Report to Neighbourhood and Quality Services Sub Committee February 2008.
11 Outcomes from the implementation of initiatives or improvements are	Review of ways in which Business Support assists other teams to co-ordinate	Steve Wood/ Steve Finegan	Neighbourhood & Quality Services	June 2007	3 & 4	Business Support restructure complete.

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Supplementary Comments (8 – 65)						
not comprehensively identified to evaluate success	and identify and report on 'outcomes', including evaluation, benchmarking etc.					2 nd Performance Improvement Officer now in post. Review of outcomes of recent initiatives currently being undertaken.
12 Develop clear link between Northwards Business Plan and North Manchester Regeneration Partnership	Continue to work with MCC on local regeneration plans within North Manchester Public Agencies Forum. Business Plan 2007/8 to make links more explicit.	Robin Lawler/ Greig Lees	Neighbourhood & Quality Services	March 2007 (Business Plan to Board)		Clear hierarchy of strategies in place. MCC's Community Strategy links with the NMSRF which is coordinated via the North Manchester Regeneration Partnership with which Northwards works. The Business Plan clearly links into these strategies (paragraph 208). District Public

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Supplementary Comments (8 – 65)						
						Service Boards also established.
13 Review of access to services (inc. opening times) and cost benefit analysis of different ways to access the service (also see 19 below).	Initial review undertaken in March/April 2006 and improvements implemented. Access and Customer Care Action Plan agreed by the Board in September 2006 and is being monitored by Neighbourhood and Quality Services Sub-Committee. Further access review to be completed by June 2007.	Steve Finegan/ Seema Kohli	Neighbourhood & Quality Services	June 2007 – revised to May 2008	3 & 4	Report to Neighbourhood and Quality Services Sub-Committee June 2007 scoping review and setting out detailed methodology and timetable. Update to November Neighbourhood and Quality Services Sub-Committee. On course for completion and report to Sub-Committee May 2008.
14 Evaluate wider impact of Tenant	Survey to be undertaken to assess	Steve Wood/ Steve Finegan	Neighbourhood & Quality	November 2007 – revised to	3 & 7	Survey undertaken – report to

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Supplementary Comments (8 – 65)						
Handbook and programme in updates including production of future handbook on DVD (possibly combined with letting DVD to ensure consistency)	wider impact. Work to commission handbook on DVD to commence March 07.		Services	June 2008 for DVD completion		Neighbourhood and Quality Services Sub-Committee April 2007. DVD – work in progress.
15 Access to terminals in local offices for rehousing applicants / promotion of other locations	A review and costing exercise will be carried out as a project together with tenants and local offices staff.	Steve Wood/ John Burton	Neighbourhood & Quality Services	September 2007	3	Terminals installed.
16 Development of routine collection and reporting of customer satisfaction with On Call service.	To be addressed as part of the SLA review. Northwards also introducing own annual status survey	Steve Wood/ Steve Finegan	Neighbourhood & Quality Services	December 2007	3	Tenant Inspectors visit On Call. Questions included in annual survey. SLA review in progress.

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Supplementary Comments (8 – 65)						
17 Systematically collate, report, analyse and act on user's opinions.	Various measures are already in place for collating, reporting and acting on users' opinions. Action Plan in place arising from Customer Satisfaction Survey. Further review needed of how various sources of information are pulled together and this will be addressed as part of an organisational review.	Steve Finegan/ Seema Kohli	Neighbourhood & Quality Services	March 2007	3 & 7	Organisational review complete. Report to Board May 2007 setting out detailed schedule of activity and future reporting arrangements.
18 Availability of repair appointments across service areas inc. flexibility of weekend/evenings	To carry out a trial within a geographic area to see if demand for evening/Saturday AM appointments.	Larry Patrick/ Sue Sanderson	Procurement & Property	June 2007	1,2,3,4 & 6	ECO service offers an emergency repairs service out of normal working hours Agreed with MWL/IT to do trial in September 2007 – due to IT needs,

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Supplementary Comments (8 – 65)							
						new timescale agreed with IT. Trial on Wilton Area Panel districts has run. Trial to be extended to all Northwards and continue to end of January 2008. Feedback on trial findings to be submitted to sub committee in Feb 2008	
19	Development of a comprehensive system of identifying a customer's preferred method of communication.	Review of current data collection methodology once Civica is live. Aim to complete 90% survey.	Steve Wood/ Steve Finegan	Neighbourhood & Quality Services	December 2007	3 & 7	Fair and Equal Service Survey carried out.
20	Develop project plan for completion of customer	Review of existing data collection and how this is used by	Steve Wood/ Steve Finegan	Neighbourhood & Quality Services	December 2007	3 & 7	See 19. Survey devised and implemented.

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Supplementary Comments (8 – 65)						
profiling to increase understanding of customer base.	the organisation including the audit of current information from other sources.					Update and Project Plan to Neighbourhood and Quality Services Sub-Committee January 2008.
21 Ensure the workforce is representative of the local community	HR Strategy - Review of recruitment policies and continued monitoring	Steve Wood/ Lisa McBurnie	Human Resources & Equality	September 2007	7	HR Strategy being rolled out and work understanding make up of existing workforce now complete.
22 Achieve Level 3 Equality Standard	Level 2 audit in April 2007. Level 3 audit planned for December 07	Steve Wood/ Steve Finegan/ Tara Kelly	Human Resources & Equality	April 2007	7 & 3	Level 2 now achieved. Plan being drawn up to fully understand implication of Level 3. <i>31st August 2008</i>
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Supplementary Comments (8 – 65)						
Development of comprehensive Board Member handbook on DVD/website.	Draft content produced. Consultation needed with Board Members re preferred format.	Steve Wood/ Diane Roberts	Resource & Audit	May 2007	2,3 & 4	Completed and now being rolled out. NB: This was not identified by Inspection Report but is considered an important objective to assist in strong governance and monitoring the delivery of the action plan.
24 Translation of the Tenants Handbook into community languages.	Completed. PDF documents to be made available via website/intranet	Steve Wood/ Steve Finegan	Neighbourhood & Quality Services	February 2007	7	Completed.
25 Complete DDA work to the higher Manchester Accessibility		Larry Patrick/ David Heys	Human Resources & Equality	October 2006	3,6,7 & 8	All outstanding DDA Works to Cheetham, White Moss Road and

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Standard.						Monsall Street offices are complete. The offices are compliant with the Higher Manchester Accessibility Standard
26 Development of equality and diversity work with new partners.	Working with framework partners through framework groups to look at working practices	Larry Patrick/ Paul Maidment	Human Resources & Equality	July 2007	3 & 7	Discussions with partners are ongoing and will be reviewed in July.
27 Analysis of slightly lower customer satisfaction rates from BME tenants including remedial action.	Questionnaires devised by BME tenants on repairs. Survey to completed in February 2007	Larry Patrick/ Sue Sanderson	Procurement & Property	December 2006 Analysis to be completed in March 2007	1,2,3 & 7	Analysis completed in March 07 But overran target time. Poor response to questionnaire and 4 follow up calls. BME focus group volunteers will work together to get further feedback. Issues identified are already in

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Supplementary Comments (8 – 65)						
						Team Improvement Plan. Plan updated to show Diversity Implication of these actions. – Further analysis/survey to be carried out in 6 months time
<p>28</p> <p>Produce updated and documented Asset Management Strategy (esp. low demand, miscellaneous, sheltered housing).</p>	<p>A comprehensive AMS and Action Plan were submitted to the Board in December 06. Director of Property Services was authorised to implement the AMS and Action Plan which covers (amongst other things) miscellaneous stock; sheltered housing; and low demand stock and the introduction of sustainability indicators</p>	<p>Larry Patrick, Director of Property Services to update the Board on progress and achievements</p>	<p>Procurement & Property</p>	<p>January 2007 Stock Option Appraisal Process agreed. AMS and Action Plan approved December 06.</p>	<p>1, 2, 3, 4, 5, 6 & 7</p>	<p>Board agreed to receive annual reports. The Board agreed the Action Plan and endorsed quarterly Asset Management Group. Completed on timescale</p>
<p>29</p>						

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Supplementary Comments (8 – 65)						
<p>Publication of the decent homes programme (including internet database).</p>	<p>Programme on internet – in place</p> <p>Searchable database work underway</p>	Larry Patrick/ Paul Maidment	Procurement & Property	<p>November 2006</p> <p>March 2007</p>	1 & 3	<p>December 2006 launched intranet full search facility</p> <p>March 2007 launched internet version</p> <p>Completed on time. Complete 5 year placing programme on internet August 2007.</p>
<p>30</p> <p>Improvement plan for delivering Decent Homes programmes on time.</p>	<p>Improvement plan being developed with Framework Partners to provide more certainty in programme delivery.</p>	Larry Patrick/ Matt Roberts	Procurement & Property	June 2007	1, 3 & 4	<p>Programming meetings held with all contracting partners. 2008/09 Capital Programme provisionally allocated in advance. Programme smoothing has been agreed with contractors. This early engagement will improve</p>

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						certainty in programme delivery. Equality work with contract partners completed August 2007. Completed
31 Reduction is the number of responsive (esp. emergency) repairs and develops a strategy to re-direct to more planned maintenance to ensure VFM.	Action Plan agreed in June 2006 with On Call and Repairs Partner to reduce level of emergency repairs ordered. A more planned approach to repairs to be implemented via Action Plan agreed with Technical Services	Larry Patrick/ Sue Sanderson	Procurement & Property	May 2007	1, 3 & 4	Repetition of R3.1 Second part is repetition of R3.2
32 Improve efficiency and monitoring of repairs completed on time and ability to benchmark with	Repairs data will be more detailed when Civica goes live, providing greater ability to benchmark	Larry Patrick/ Sue Sanderson	Procurement & Property	April 2007	3	Civica went live in March 07. Overdue now against target date. Teething issues with Civica

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similar organisations.	and so identify areas needing improvement. Action Plan to be prepared.					have delayed this work. Work is in progress to remedy or work around. Some Repairs Data now being produced. We are now able to benchmark this data with other ALMOs.
33 Develop new local PI's to reflect true position on relet activity (excluding long term voids) and action plan for improving void relet time, and overall responsibility for ownership of void period. (Note: voids also high cost area).	Specific surveyor role to oversee voids (Nov 06). We currently measure this by Area Panel and Ward. Closer monitoring of Repairs Partner performance will be available when Civica goes live. Voids Action Plan is in place which addresses improving void relet times and also ownership of	Larry Patrick/ Mike Stevens/ Sue Sanderson	Procurement & Property	April 2007	3 & 4	Civica Repairs goes live March 2007 – data available from April 2007. Work is in progress to remedy or work around. Work will end August 2007. Specialist team completed set up on time. Enforcement of notice and rubbish clearance charge

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Supplementary Comments (8 – 65)							
	void period. High cost areas are tackled locally, working closely with the offices which manage these, to drive down cost.					<p>commenced April 07</p> <p>Consultant appointed Feb 07.</p> <p>Review commenced March 07.</p> <p>Review presented 23rd May 2007. Work commenced now and targeted to end January 2008. Project Board established. Work Groups started.</p> <p>Work completed January 2008</p>	
34	Review standards of cleanliness to voids and consider improvements.	New janitorial specification implemented in June 2006. To be reviewed six monthly (ensuring	Larry Patrick/ Sue Sanderson	Procurement & Property	Implemented April 2007	1,2 & 3	Consider reports from Tenant Inspectors – Completed on time.

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	VFM & quality is achieved) relying heavily on feedback from new tenants. Enhancements to current specification considered as part of this review			Reviewed in December 06		Completed on time following tenant inspectors visits.
35 Introduce structured monitoring for management of rehousing and relet process (report on accompanied viewings / post let visits, exit surveys, refusal reasons etc) and systematic reporting on users opinions.	Void process review to be undertaken by March 2007 using external consultants specific surveyor role to oversee voids (November 2006).	Mike Stevens	Neighbourhood & Quality Services	April 2007 – complete review January 2008 – implement recommendations	3	Void process review completed May 2007. Board report July 2007. Detailed work now being undertaken to implement recommendations. Update to Neighbourhood and Quality Services Sub-Committee January 2008.
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Supplementary Comments (8 – 65)						
Publicise recharging of rubbish left in voids once new system allows recharges to be implemented.	New documentation/publicity material for this has been developed. Agreed at Board in June 2006 to implement this change	Larry Patrick/ Sue Sanderson	Procurement & Property	March 2007	1,2,3,4 & 6	Complete but overran target time. To be publicised in next Northwards newsletter. June 2007 Recharge to be implemented on Civica by staff when they start using new forms. To be implemented when old forms have run out – new forms to them be used
37 Regular performance reporting via Manchester Equipment and Adaptations Partnership for Northwards Housing area.	Protocol agreed with Equipment Team. Performance monitoring developed for Northwards properties/tenancies.	Larry Patrick/ Matt Roberts	Procurement & Property	June 2006	3, 4 & 7	Completed on time. Review meeting happening 3 monthly.
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Supplementary Comments (8 – 65)						
Development of rent arrears profiling and evidence of being used to target recovery action and benefit take-up campaigns.	<p>Implementation of the new universal housing management system (Civica) will allow accurate profiling of tenants arrears. Proposed introduction of a welfare rights officer within the Rent Recovery Team.</p> <p>Introduction of a Welfare Rights Officer will help to ensure Northwards' tenants can access all of the benefits and allowances they are entitled to.</p>	Steve Wood/ Alison Foster/ Susan Crawshaw	Resource & Audit	March 2007	3 & 4	<p>Work on profiling has started but will take some time to complete properly.</p> <p><i>31st March 2008</i></p> <p>Money Advisor (Welfare Rights) recruitment now completed.</p>
39 Complete and update Corporate Debt Policy.	Northwards have had input into the implementation of the Corporate Debt Policy. With the introduction of a Debt Advice Officer in May 2006. The Corporate	Steve Wood/ Alison Foster	Resource & Audit	September 2007	3	Corporate Debt Policy is currently owned by MCC.

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Recommendation	Proposed Action	Responsibility / Resource Implications	Sub-Committee	Timescale / Milestones	Link to Northwards Objectives	Comments
Supplementary Comments (8 – 65)						
	Debt Policy has been widely publicised to those Northwards tenants who have multiple debts to the City Council.					
40	To be introduced with the new universal housing management system (Civica).	Steve Wood/ Alison Foster	Resource & Audit	October 2007	3	Direct debit about to be introduced and advertised to current Standing Order payers. <i>31st March 2008</i>
41	Introduction of evening and weekend working to afford the opportunity to engage with more Northwards tenants. Monitoring of all contacts made out of hours to analyse the success rates/rent recovery	Steve Wood/ Alison Foster/ Susan Crawshaw	Resource & Audit	Commenced November 2006 – Ongoing initiative	3 & 4	Discussions continuing with the team about different ways of working and their effectiveness.

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Supplementary Comments (8 – 65)						
42						
Review and consult on frequency for sending out rent statements.	Discussion to take place with MCC and tenant groups.	Steve Wood/ Alison Foster/ Susan Crawshaw	Resource & Audit	June 2007	3	Assessment to be made of Value for Money and tenant requirements.
43						
Implement disaggregated charges on rent accounts.	With the introduction of the new universal housing management system all non rent charges will be invoiced and recorded separately	Steve Wood/ Alison Foster	Resource & Audit	March 2007	3 & 4	Completed with the introduction of Civica on 5 th March.
44						
Improve performance management of Rent Recovery Team and collection rates.	Introduction of a number of new initiatives to improve rent recovery rates including: Christmas campaign, incentive scheme for clear rent accounts, rent surgeries and an improved working relationship with	Steve Wood/ Alison Foster/ Susan Crawshaw	Resource & Audit	Christmas campaign – December 06 Incentive Scheme – April 07 Increased rent surgeries – March 07	3 & 4	Initiatives continuing although performance only holding steady at present and not showing marked improvement. In part this is linked to difficulties with attending court.

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Supplementary Comments (8 – 65)						
	Housing Benefit since 70% of Northwards tenants are in receipt of Housing Benefit.					
45	Review and assess impact of range of initiatives to improve collection e.g. surgeries, text messaging, benchmarking.	Steve Wood/ Alison Foster/ Susan Crawshaw	Resource & Audit	To be revised October 2007		Rent Surgeries held at a number of sheltered schemes. Rent Recovery staff working outside of normal hours.
46	Consider further incentive scheme to encourage arrears and debt reduction.	Steve Wood/ Alison Foster	Resource & Audit	Commenced May 2006 Proposed for April/May 2007 subject to budget March 07	3 3 & 7 3	Proposals on incentive scheme have been agreed and costs are contained with the Budget 2008-09. To be progressed during Quarter 2 2008.

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	not have any other action (such as ASB) against them					
47						
Calculate and report on cost of resident involvement activity.	Undertake costing exercise following on from organisational review and report on results.	Mike Stevens/ Alison Foster	Resource & Audit	September 2007	3, 4 & 7	To be implemented as part of the Budget process. Direct costs known but further work required to complete overhead analysis. <i>31st March 2008</i>
48						
Publicise task group and other “thematic” or service specific meetings to ensure customers are given the opportunity to input into the development of policies and major decisions at an	These are already publicised in a variety of ways. We will review the arrangements for publicising meetings in consultation with the groups themselves. Update to Board as part of wider report	Mike Stevens Steve Finegan	Neighbourhood & Quality Services	May 2007 Report to Board in May 2007	3	Task and Focus Groups now publicised on website and also via Northwards Natter. Report to Board in May 2007 – regular

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'early' stage. Establish a customer panel.	about customer satisfaction.					monitoring reports to Sub-Committee. Agreed separate "Customer Panel" no longer required in view of range of groups now in place (Neighbourhood and Quality Services Sub-Committee November 2007).
49 Introduce systematic reporting and mapping of low level Anti-Social Behaviour	Improved monitoring and reporting arrangements will be introduced as part of the Civica IT solution.	Mike Stevens	Neighbourhood & Quality Services	September 2007 – revised to March 2008	3 & 5	Civica now implemented – ASB is part of phase 2 development. Currently subject to further discussions via Civica Governance Group.
50 Implement	Follow up survey	Mike Stevens	Neighbourhood	September	3 & 5	Included in

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systematic measurement of complainant satisfaction on action taken to tackle Anti-Social Behaviour	being undertaken as part of the Satisfaction Survey Action Plan. Results of this will be analysed and used to inform a review of future monitoring arrangements linked to implementation of the Civica IT solution.		& Quality Services	2007		performance management framework and customer satisfaction activity. Customer views also being tested via Respect review.
51 Implement performance management framework for the Neighbourhood Warden Service	Subject to City Wide review of warden services, a separate exercise is required to review how we measure the impact of effectiveness of the warden service.	Mike Stevens	Neighbourhood & Quality Services	June 2007 – revised to March 2008	3 & 5	City wide group established and work commenced on developing evaluation framework. Group met 26 th June 2007 – further meeting took place 12 th September 2007. Currently subject to senior level NH/ MCC discussions.

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						Satisfaction survey included in schedule of survey activity agreed by Board May 2007.
52 Publish programme (annual) of estate inspections / walkabouts and report on outcomes as part of new performance management framework	Establish and publicise a programme.	Mike Stevens	Neighbourhood & Quality Services	March 2007	3 & 6	Included in performance management framework – publicised via website and at offices.
53 Consider if further customer satisfaction survey of 'estate services' is required	This will be considered as part of the report to the Board on the Customer Satisfaction Survey.	Mike Stevens	Neighbourhood & Quality Services	May 2007	3 & 6	Included in new performance management framework –part of annual survey.
54						

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Recommendation	Proposed Action	Responsibility / Resource Implications	Sub-Committee	Timescale / Milestones	Link to Northwards Objectives	Comments
Supplementary Comments (8 – 65)						
Improve communication with leaseholders – integrate with other resident involvement communication / initiatives?	Northwards Leaseholder representation within local tenant associations and Area Panels. Leaseholders to receive tenants' newsletters and handbook. Leaseholders to be included in the Northwards Mystery Shopper scheme	Steve Wood/ Alison Foster/ Seema Kohli	Neighbourhood & Quality Services	Ongoing Ongoing November 2006	2 & 3	Leaseholder Handbook produced. Leaseholders now included in eg Mystery Shopper Scheme.
55 Report on the outcome of Leaseholder Forum, publicise meetings, develop Leaseholder Handbook / newsletter	Leaseholders Handbook and service standards to be drafted with the Leaseholders forum	Steve Wood/ Alison Foster	Neighbourhood & Quality Services	March 2007	2 & 3	Leaseholders Handbook has been provided. All leaseholders are invited to the forum, irrespective of previous attendance. Northwards website includes information for leaseholders on

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Supplementary Comments (8 – 65)							
						external capital works for their area.	
56	Clarify and publicise the scheme to assist leaseholders access decent homes work	Consultation with Framework partners and Manchester Working on this subject in order to offer buy in to Leaseholders/owners where appropriate	Larry Patrick/ Matt Roberts	Procurement & Property	June 2007	1 & 3	Particular emphasis on works for leaseholders and shared parts e.g. roofing. Repetition of recommendation 5.3 Completed July 2007
57	Ensure appropriate system in place to capture and evidence ongoing improvements in VFM	Review VFM Strategy and create suite of reporting	Steve Wood	Resource & Audit	September 2007	4	Part of VFM Strategy and work of VFM Project Group.
58	Work to embed VFM culture in team improvement plans and	Review through consultation of Team Improvement Plans and budget/business	Steve Wood	Resource & Audit	April 2007	4	Part of 2007/08 Budget Plan

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efficiency targets in to budgets	plan process					
59 Consider how to engage customers usefully in the 'efficiency' agenda	Project to be developed to collect ideas on how customers might add to the efficiency agenda	Steve Wood	Resource & Audit	June 2007	3 & 4	Efficiency and budget discussions planned for customers in 2008-09 preparation.
60 Review existing system and improve performance on paying invoices	Review performance measurement for finance and continue to monitor	Steve Wood	Resource & Audit	June 2007	3	100% performance now being regularly achieved.
61 Consider how Northwards should report on sustainability as part of new performance management framework	Introducing indicators to measure sustainability of neighbourhoods identifying causes of low demand and identify intervention/investment measures which	Larry Patrick/ Greig Lees	Procurement & Property	Property and Procurement Sub Committee in January 2007. Quarterly report to P & P Sub-Committee	1,2,3,4,5,6 & 7	Approval completed on time – Will begin with a pilot in a single Area Panel before rolling out across the whole of the Northwards area. However actual

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	will increase sustainability of neighbourhoods/estates managed by Northwards. This will be a quarterly exercise that will be reported to Property and Procurement Sub Committee and will allow us to monitor the impact of actions over time.					doing overdue now against target time due to problem with IT embedding. All info will be available March 2008.
<p>62</p> <p>Implement robust action plans to change direction of travel for performance on repairs completed on time and within deadlines</p>	<p>Action Plan to be developed including Mystery Shopper phone surveys to tenants – making use of On Call. Stronger focus on overdue repairs – agree way forward with Partner to reduce non urgent & urgent jobs. Look at jobs due to become overdue in the next 7 days –</p>	<p>Larry Patrick/ Sue Sanderson</p>	<p>Procurement & Property</p>	<p>March 2007</p>	<p>1,3 & 4</p>	<p>Joint improvement plan developed on time January 2007.</p> <p>Actions commenced. Updated action plans to be submitted to Sub Committee Jan 2008.</p>

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	agree way forward with Repairs Partner on how they manage workload/priorities. Identify worst performing trades/job types and agree way forward to bring about improvement with repairs partner					
63 Complete initial review of all SLAs	Reviews to be monitored and completed	Steve Wood/ Steve Finegan	Resource & Audit	June 2007	4	Initial review complete. Full report to be prepared for the Board and then new review timetable to be drawn up.
64 Review outstanding Service Standards and other public information (2003 inspection). Also see 9 above	Identify outstanding standards and consult with Area Panels	Mike Stevens/Seema Kohli	Neighbourhood & Quality Services	June 2007	3	See item 9.

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<p>65</p> <p>Ensure VFM is demonstrated across all elements of the repairs service (2003 inspection). Also see 31 above</p>		<p>Larry Patrick/Steve Wood/Sue Sanderson</p>	<p>Resource & Audit</p>	<p>September 2007</p>	<p>4</p>	<p>Framework to be developed as part of the VFM Strategy</p>