



Report to:

Northwards Housing Board
9th September 2008

Item No:

7b

Title:	Inspection Action Plan Update (2006)		
Date:	1 st September 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	24 th June 2008 25 th July 2008 23 rd July 2008 22 nd July 2008
Area Panel:	Yes	Summary report of Inspection outcome and action plan provided.	March 2008
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	13	3	-
Supplementary comments	58	56	2	-
		93.2%		

5. Since the last Board report there has been an improvement of around 3% in completions.
6. Comments on the overdue items are as follows:
 - 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.
 - Continuing work on profiling rent arrears.
7. More information on the Inspection Action Plan can be seen on the Covalent Performance Management system. Board Members requiring further assistance with this can speak to one of the Officers.

Recommendation

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

Inspection Action Plan for the Board












Report Author: Steve Wood








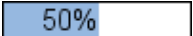
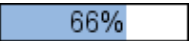
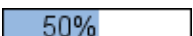
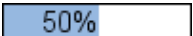
Report Type: Action Report

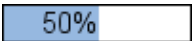









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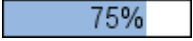


























Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
R1		Fully comply with statutory requirements on Asbestos by: (Inspection Report recommendation by Dec '06)	Completing the current external assessment		31/07/2006	01/09/2008	
			External consultants engaged to carry out independent review of Northwards' compliance with current asbestos legislation.		31/07/2006		
			Completing the actions in the existing action plan.		31/01/2008		
			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)		31/07/2007		
			(a) Awareness training delivered to 'responsible persons'.		31/07/2007		
			(b) All other actions awaiting outcome of survey activity.		28/02/2007		
			(c) New computer system to be completed		31/01/2008		
			(d) Survey identified		31/12/2007		
R2		Develop a robust Stock Condition Database by: (Inspection Report recommendation by March '07)	Ensuring existing plans for a comprehensive survey are completed		30/06/2007	18/07/2008	






















Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
			(Including assessments of decent homes standard compliance, the HHRs (Housing Health and Fitness Rating System) and the occurrence of asbestos)				
			New stock condition survey to be commissioned in February 2007		30/06/2007		
			Included within scope of proposed surveys		30/06/2007		
			Ensuring plans to link asset management and responsive repairs databases are implemented		31/03/2007		
			Introduction of new asset management software.		31/03/2007		
			Extending the collection of stock condition data to maximise the availability of current and future stock condition information		31/01/2008		
			We will investigate the training of repair surveyors to update stock condition information.		31/01/2008		
			Plan to carry out further stock condition survey in 2009/10.		31/01/2008		
R3		Improve the efficiency of response repairs by developing the Asset Management Strategy and delivering existing action plans in order to: (Inspection Report recommendation by March '07)	Continue to reduce the proportion of repairs ordered as emergencies		30/06/2006	10/07/2008	
			Action Plan to reduce emergencies agreed with On Call and MWL implemented		30/06/2006		




























Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
			Action Plan agreed with Technical Services to increase planned works. Closely working together to organise schemes after improvement works completed. Ensuring they are maintained properly.		30/06/2006		
			New IT system (Civica) will enable us to accurately measure this PI		31/03/2007		
			Procedure to be drafted, consulted on and implemented		30/09/2007		
			Redirect expenditure from response repairs to planned maintenance and to evaluate the value of one day urgent repairs		30/06/2006		
			More accurately measure and record the percentage of repairs completed within the time limits		31/03/2007		
			Implement a robust procedure for collecting recharged repairs which are tenants' responsibility		30/09/2007		
R4		Improve performance management by: (Inspection Report recommendation by March 2007)	Further developing a range of local performance indicators at neighbourhood level		31/01/2008		
			Local indicators to be developed with Civica (previously called Comino) and included in Framework.		31/01/2008		
			Measuring and reporting on the impact and outcomes of a range of		31/01/2008		

















Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
			actions on sustainability and service improvement.				
			Introduce new sustainability indicators and methodology and more open reporting of service improvement initiatives.		31/01/2008		
			Developing detailed efficiency targets linked to budgets.		31/05/2007		
			Efficiency and Value for Money strategies to be updated in April 2007 and linked to Budget.		31/05/2007		
R5		Ensure an effective leasehold management service by: (Inspection Report recommendation by March 2007)	Involving leaseholders in the delivery of the service building on recently formed forum.		31/03/2007		
			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.		31/03/2007		
			Developing service standards with leaseholders and publishing them.		31/03/2007		
			Draft Service Standards for leaseholders within Handbook; to be published in March 2007.		31/03/2007		
			Developing procedures to enable leaseholders and Right to Buy owners to benefit from joining into		30/06/2007		











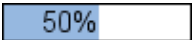
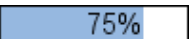




Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
			appropriate major works programmes.				
			Consultation with Framework partners and Manchester Working in order to offer buy in to Leaseholders/owners where appropriate		30/06/2007		
			Working with the Council on the recovery of service charges.		30/06/2007		
			Leaseholder Protocol drafted to ensure effective communication between MCC and Northwards to be finalised		30/06/2007		
R6		To address all weaknesses in the inspection report in such a way that the benefits outweigh the costs.					
R7		To share the findings of the Inspection Report with tenants, and with Board members.	Board Report (Jan 2007). Final Inspection Report posted on the website (Jan 07) and to be shared with Area Panels/RAs (Feb 07)		31/03/2007		
08		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 & Quality Services Sub-Committee and Area Panels. Complaints Panel established and meeting regularly to review performance and ensure ...		31/03/2007		
09		Service standards need to be developed for some service areas	Caretaking Standard issued October 2006.		31/10/2006		



















Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
		including Sheltered Wardens and Caretakers	Sheltered Wardens and Environment Management - consultation undertaken and issue scheduled for February 2007.		31/03/2007		
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 Homes/Sheltered Housing Strategy by September 2007.		31/01/2008	18/07/2008	
11		Outcomes from the implementation of initiatives or improvements are not comprehensively identified to evaluate success	Review of ways in which Business Support assists other teams to co-ordinate and identify and report on 'outcomes', including evaluation, benchmarking etc.		31/01/2008	18/07/2008	
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.		31/03/2007		
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 & Quality Services Sub-Committee. ...		31/01/2008	01/07/2008	



















Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
14		Evaluate wider impact of Tenant Handbook and programme in updates including production of future handbook on DVD (possibly combined with letting DVD to ensure consistency)	Survey to be undertaken to assess wider impact. Work to commission handbook on DVD to commence March 07.		31/01/2008	18/07/2008	
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.		30/09/2007		
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		31/01/2008		
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 ...		31/03/2007		
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.		30/06/2007		
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.		31/12/2007		
20		Develop project plan for completion of customer profiling to increase understanding of customer base.	Review of existing data collection and how this is used by the organisation including the audit of current information from other sources.		31/12/2007		






















Action Code	Status Icon for Main Action	Action Title	Title	Progress Bar for Sub-Actions	Due Date	Completed Date	Overall Progress Bar for Main Action
21		Ensure the workforce is representative of the local community	HR Strategy - Review of recruitment policies and continued monitoring		31/12/2007		
22		Achieve Level 3 Equality Standard	Level 2 audit in April 2007. Level 3 audit planned for December 07		30/09/2007		
23		Development of comprehensive Board Member handbook on DVD/website.	Draft content produced. Consultation needed with Board Members re preferred format.		30/04/2007		
24		Translation of the Tenants Handbook into community languages.	Completed. PDF documents to be made available via website/intranet		31/05/2007		
25		Complete DDA work to the higher Manchester Accessibility Standard.				31/10/2006	
26		Development of equality and diversity work with new partners.	Working with framework partners through framework groups to look at working practices		31/07/2007		
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		31/03/2007		
28		Produce updated and documented Asset Management Strategy (esp. low demand, miscellaneous, sheltered housing).	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; ...		31/12/2006		
29		Publication of the decent homes programme (including internet database).	Programme on internet - in place		30/11/2006		
			Searchable database work underway		31/03/2007		


















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30		Improvement plan for delivering Decent Homes programmes on time.	Improvement plan being developed with Framework Partners to provide more certainty in programme delivery.		30/06/2007		
31		Reduction in the number of responsive (esp. emergency) repairs and develop 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		31/05/2007		
32		Improve efficiency and monitoring of repairs completed on time and ability to benchmark with similar organisations.	Repairs data will be more detailed when Civica goes live, providing greater ability to benchmark and so identify areas needing improvement. Action Plan to be prepared.		30/04/2007		
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).		30/04/2007	24/04/2008	
			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 ...		31/01/2008		
34		Review standards of cleanliness to voids and consider improvements.	New janitorial specification implemented in June 2006. To be reviewed six monthly (ensuring VFM & quality is achieved) relying heavily on feedback from new		30/04/2007		









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			tenants. Enhancements to current specification considered as part of this review				
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 (Nov 2006).		31/01/2008		
36		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		31/03/2007		
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.		30/06/2006		
38		Development of rent arrears profiling and evidence of being used to target recovery action and benefit take-up campaigns.	Implementation of the new universal housing management system (Civica) will allow accurate profiling of tenants arrears.		31/03/2007		
			Introduction of a Welfare Rights Officer will help to ensure Northwards' tenants can access all of the benefits and allowances they are entitled to.		31/03/2007		
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 Debt Policy has been		30/09/2007		

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			widely publicised to those Northwards tenants who have multiple debts to the ...				
40		Introduce and publicise use of direct debit.	To be introduced with the new universal housing management system (Civica).		31/10/2007		
41		Review and consider more systematic working arrangements for rent recovery (e.g. early evening weekends) and evaluation of initiatives used.	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		30/11/2006		
42		Review and consult on frequency for sending out rent statements.	Discussion to take place with MCC and tenant groups.		30/06/2007		
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		31/03/2007		
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 Housing Benefit since 70% of Northwards tenants...		30/04/2007		
45		Review and assess impact of range of initiatives to improve collection e.g. surgeries, text messaging, benchmarking.	Increase range of tools for communicating with tenants to be discussed and to include impact reviews.		31/10/2007		

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46		Consider further incentive scheme to encourage arrears and debt reduction.	Dedicated Northwards Debt Adviser (May 2006).		31/05/2006	18/07/2008	
			Dedicated Welfare Rights Officer to be appointed		31/05/2007		
			Incentive scheme proposed for all tenants with clear rent accounts who do not have any other action (such as ASB) against them		31/03/2007		
47		Calculate and report on cost of resident involvement activity.	Undertake costing exercise following on from organisational review and report on results.		30/09/2007		
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 'early' stage. Establish a customer panel.	These are already publicised in a variety of ways. We will review the arrangements for publicising meetings in consultation with the groups themselves.		31/05/2007		
			Update to Board as part of a wider report about customer satisfaction.		31/05/2007		
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		31/01/2008		
50		Implement systematic measurement of complainant satisfaction on action taken to tackle Anti-Social Behaviour	Follow up survey 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.		30/09/2007		

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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.		31/01/2008		
52		Publish programme (annual) of estate inspections / walkabouts and report on outcomes as part of new performance management framework	Establish and publicise a programme.		31/03/2007		
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.		31/05/2007		
54		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		30/11/2006		
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		31/03/2007		
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		30/06/2007		
57		Ensure appropriate system in place to capture and evidence ongoing improvements in VFM	Review VFM Strategy and create suite of reporting		30/09/2007		

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58		Work to embed VFM culture in team improvement plans and efficiency targets in to budgets	Review through consultation of Team Improvement Plans and budget/business plan process		30/04/2007		
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		30/06/2007		
60		Review existing system and improve performance on paying invoices	Review performance measurement for finance and continue to monitor		30/06/2007		
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 will increase sustainability of neighbourhoods/estates managed by Northwards. This will be a ...		31/01/2007	18/07/2008	
62		Implement robust action plans to change direction of travel for performance on repairs completed on time and within deadlines	Action Plan to be developed including Mystery Shopper phone surveys to tenants - making use of On Call.		31/03/2007	24/04/2008	
			Stronger focus on overdue repairs - agree way forward with Partner to reduce non urgent & urgent jobs.		31/03/2007		
			Look at jobs due to become overdue in the next 7 days - agree way forward with Repairs Partner on how they manage workload/priorities.		31/03/2007		

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			Identify worst performing trades/job types and agree way forward to bring about improvement with repairs partner		31/03/2007		
63		Complete initial review of all SLAs	Reviews to be monitored and completed		30/06/2007		
64		Review outstanding Service Standards and other public information (2003 inspection). Also see 9 above	Identify outstanding standards and consult with Area Panels		30/06/2007		
65		Ensure VFM is demonstrated across all elements of the repairs service (2003 inspection). Also see 31 above					