

 Northwards Housing North Manchester's Council Homes		Report to: Northwards Housing Board 28 April 2020		Item No: 7a	
Title:		Northwards VFM Strategy – Annual Review			
Date:		20 April 2020			
Author:		Robbie Chapman		Tel No: 0161 720 5821	
E mail:		robbie.chapman@northwardshousing.co.uk			
Confidential:		No			
For: (Please tick action required)		NOTING ✓		DISCUSSION	
		APPROVAL			
PURPOSE OF REPORT					
To provide Board with an update on progress against the action plan.					
RECOMMENDATION					
The Board are asked to note the report.					
IMPLICATIONS					
RISK MANAGEMENT		SO4a1 – Failure to deliver the services specified within the management agreement and within our resources: Failure to remain a going concern.			
REGULATORY & LEGAL COMPLIANCE		There are none directly associated with the strategy and action plan.			
FINANCIAL AND VALUE FOR MONEY IMPLICATIONS		Failure to implement a robust VFM strategy will impact on the company's ability to delivery best value which in turn will have direct implications on the financial position.			

Consultation/Consideration:

	Yes, No or N/A:	Name:	Date:
Sub-Committee:	N/A		
Task Groups:	N/A		
Ward Councillors:	N/A		

1. The VFM Strategy was presented to Board in March 2019 and remains in line with our overall principles for achieving value for money. This is further supported by the Business and Delivery Plan 2020-2023 due for presentation to Board in May 2020 as well as VFM being a key driver of the programme of service reviews.
2. Following agreement of the strategy, a number of objectives were set and an associated action plan developed. Progress against the action plan is reported to the Resources Sub-Committee.
3. Good progress has been made raising the profile of VFM within operational teams. A series of training sessions were held for managers across the business in November and December 2019. This was developed in conjunction with the Northern Housing Consortium and the feedback on the training was very positive.
4. Social value is a key consideration in respect of VFM. We continue to make very strong progress here, ensuring it is an important criteria in tenders and making sure our suppliers meet our expectations. We are working in partnership with our internal auditors, Beever and Struthers, to develop a new mentoring and work experience programme for Manchester Communication Academy. Once this is up and running we will be looking for other suppliers to augment and replicate this model.
5. At the time of reporting a small number of actions have surpassed their completion date. We have encountered delays in relation to some actions for procurement and contracts as a result of the long-term sickness absence of the Procurement Officer. Whilst he has now returned to work, he has been redeployed into another role within the finance team. Recruitment for a Purchasing, Contracts and Procurement Officer has commenced but has been delayed as a result of COVID-19. Furthermore, some of the performance management actions are linked to the Business and Delivery Plan which is now due to be presented to the May 2020 Board meeting rather than the March 2020 as included in the action plan.
6. The Board is asked to note the report.

VFM Strategy Action Plan



Action Status	
	Overdue
	Not Started; In Progress
	Completed

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
To deliver our services in a way that achieves best overall value and to have a consistent approach to VFM across the organisation.								
1a	Ensure that VFM is a key consideration in the design, implementation and delivery of our services.	VFM is a primary consideration in the design of new or transferred services.	VFM will be considered in the design of new services created by or transferred to Northwards at the initial stages and throughout the process.	Robbie Chapman; Robin Lawler; Andy Plant; Mike Stevens	31-Mar-2022		<div style="width: 0%;"><div>0%</div></div>	No new services have been created or transferred. VFM will remain a key consideration for all changes to service provision.
1b			Any performance measures for new or transferred services will include indicators specifically related to VFM.	Robbie Chapman; Robin Lawler; Andy Plant; Mike Stevens	31-Mar-2022		<div style="width: 0%;"><div>0%</div></div>	No new services have been created or transferred. However, we have introduced the new Performance Management Assurance Framework and proposals for new indicators are going to Board as part of the business and delivery plan 2020/22. The key focus of these indicators are: Customer Satisfaction, quality and productivity.
1c		VFM is a key measure of performance in respect of all services.	Review suite of performance measures across the business to establish how VFM can be measured in respect of	Michael Franklin	31-Mar-2020		<div style="width: 90%;"><div>90%</div></div>	Due to COVID-19, there has been a delay in presenting and agreeing the business plan. This is now scheduled to take place at the May meeting.

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			individual services.					The business plan includes a series of actions against which measures have been set. These will be regularly reported on to the Board alongside the 17 indicators on which we report to MCC.
1d			Northwards revised and updated Activity Based Costing exercise will be used to assess the true cost of services and guide management about where costs can be reduced.	Michael Franklin	31-Mar-2021		<div style="background-color: #4f81bd; width: 25%; height: 15px; display: inline-block;"></div> 25%	Understanding the cost of delivery of all services is a key feature of the service reviews which commence in April 2020.
1e		Northwards has an embedded culture of continuous improvement.	Formalising post contract reviews as standard as part of our delivery of capital investment projects.	Andy Plant	31-Mar-2021		<div style="background-color: #4f81bd; width: 15%; height: 15px; display: inline-block;"></div> 15%	<p>The service review of the capital programme is ongoing and post-contract reviews will form a key part of the project management and procurement/financial management streams of the review. Consideration is being given to having a dedicated post-contract team.</p> <p>We have identified suitable contract management software which meets our needs. However, the procurement of this is on hold pending the outcome of the Council review.</p> <p>The appointment of a purchasing, contracts and procurement officer is also on hold due to COVID-19.</p>

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								Once we can appoint into this role, we will start to establish more robust processes in relation to contract delivery.
1f			Undertaking regular service reviews, ensuring people, process and systems are aligned to maximise service effectiveness and efficiency.	Robbie Chapman; Robin Lawler; Andy Plant; Mike Stevens	31-Mar-2022		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">40%</div>	<p>In the last year service reviews have been completed in respect of the CSC, Money Advice Service, Mears Communications and Administration.</p> <p>A new programme of service reviews will begin on 1st April with a dedicated project team and a more challenging timetable. Under review in 20/21 will be management of Capital Programme, Estate Services, Tenancy Management and Management of Disrepair.</p>
1g			Undertake a review of Northwards' contract management framework to ensure that we have capabilities to drive improvement in commissioned services.	Jillian Burrows	31-Mar-2021		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">10%</div>	<p>After publication of the 3-year business and delivery plan, Northwards will be revising the procurement strategy and associated documentation to incorporate the contract management framework.</p> <p>We have identified suitable contract management software which meets our needs. However, the procurement of this is on hold pending the outcome of the Council review.</p> <p>The appointment of a purchasing, contracts and procurement officer is also on hold due to COVID-19.</p>

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								Once we can appoint into this role, we will start to establish more robust processes in relation to contract delivery.
1h	Have performance management and scrutiny functions which are effective at driving and delivering improved VFM performance.	VFM is a primary objective in all service reviews.	Each service review to include a minimum of one objective in relation to VFM	Robbie Chapman; Robin Lawler; Andy Plant; Mike Stevens	01-Apr-2019	✓	100%	All service reviews now contain objectives regarding VFM. There have been 3 reviews since the approval of the VFM strategy; the CSC, Money Advice and Mears Communication. All included a minimum of one objective focused on VFM.
1i		VFM is considered as part of all reviews by Tenants' View.	Consultation with Tenants' View participants regarding the inclusion of VFM as a formal consideration and objective in respect of each review.	Belinda Rourke	31-Mar-2020	✓	100%	All Tenants' View reports will no include explicit VFM objectives.
1j			Any issues associated with VFM identified by Tenants' View to be discussed at Resources Sub-Committee for more detailed consideration.	Belinda Rourke	31-Mar-2020	✓	100%	The latest Tenants' View review is now complete, and the findings are to be shared with the Board. VFM is an explicit part of the review process.
1k		VFM is reviewed by the Board and its Sub-Committees as part of ongoing scrutiny of operations.	VFM considerations to be listed by staff on all reports to Board and Sub-Committees.	Jillian Burrows	31-Mar-2020	✓	100%	As the March Board meeting focussed on the budget and the COVID-19 plan, the template is due for approval on 28 April 2020.
1l			Formal progress against the strategy to be provided annually to the Board.	Robbie Chapman	31-Mar-2020	✓	100%	Update of action plan going to each Resources Sub-Committee, formal review by Board due each year.
To recognise that cost is only one element of Value that we must incorporate issues of quality and measure how our activities impact upon the community and the environment.								

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2a	Ensure that all aspects of value are considered in procurement.	Budget holders understand Northwards' objectives in respect of VFM and apply the principles in procurement.	Training to be delivered to budget holders and their delegated authorities about VFM in procurement and how it can be achieved.	Robbie Chapman	31-Mar-2020		100%	Training has now been delivered to all relevant staff. The feedback was extremely positive.
2b			Procurement Officer to decide advice and support to initiators and approvers to ensure that they are assessing VFM in all procurement.	Dale Martin	31-Mar-2021		100%	Discussed with initiators and approvers the need for comparable quotes for all expenditure over £3k and verbal quotes for expenditure over £500. Advise and support offered frequently when raising orders.
2c			Procurement Officer to review all procurement above £3,000 to ensure that officers have considered VFM.	Dale Martin	01-Apr-2019		100%	
2d		All procurement processes consider value for money as a function of quality, cost and the achievement of the organisation's wider objectives.	Suite of templates to be developed for use on various types of procurement which will be published on Yammer for staff to access. This will include guidance and prompts around value for money.	Craig Broadhurst; Dale Martin	31-Mar-2021		100%	The electronic procurement system Exchequer 365 has a built-in function whereby all purchase orders £3K and above must be reviewed/approved by the procurement officer. Meetings have taken place with budget holders to explain the Northwards procurement policy
2e			All major tenders to cap weighting of cost to 40%, with social value set at a minimum of 20%.	Robbie Chapman	31-Mar-2020		100%	This is now mandatory for all tenders unless a business case can be made to grant an exception.
2f		Have clear and unambiguous ethical practices and	Northwards ethical standards are clear and	Northwards to agree Ethical Standards in Procurement Policy based on the policy	Robbie Chapman	31-Mar-2020		100%

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	promote our view of ethical behaviour as a standard throughout the supply chain.	understandable.	published by MCC.					November.
2g			Publish policy on Yammer and on the Northwards website.	Mark Hesford	31-Mar-2020		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Ethical policy agreed and published.
2h		Northwards staff are aware of these standards and apply them in their procurement activities.	Stage workshops with key staff from each department to communicate standards and identify any potential issues.	Anthony Brady	31-Mar-2021		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	Preliminary discussions regarding this has taken place. The launch of AIM and performance standards will capture this.
2i			Ethical policy to be included as part of induction for new starters and new manager package.	Anthony Brady	31-Mar-2021		<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	Now that the ethical procurement policy has been approved, HR will commence work to include this in the induction programme.
2j			Northwards' Stakeholders are aware of these standards and hold staff accountable in applying them	Northwards' Resource Sub-Committee of the Board to approve the Ethical Standards in Procurement Policy.	Robbie Chapman	31-Mar-2020		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%
2k			Any actions by staff that contravene standards to be reported to Resources Sub-Committee of the Board.	Craig Broadhurst	31-Mar-2020		<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	No instances have arisen in the last quarter which require reporting to Resources Sub-Committee.
2l	Make social value a primary consideration in all our activities and ensure our expenditure supports local business wherever possible.	Northwards staff and stakeholders understand the concept of social value and can apply it when considering the operations of the business.	Northwards to prepare guidance around the principle of social value and share this with all staff and Board Members.	Dale Martin	31-Mar-2020		<div style="width: 15%;"><div style="width: 15%;"></div></div> 15%	Progress against this action was halted due to the long-term absence of the Procurement Officer. This individual has returned to work but has been reassigned under the restructure of the Finance department. The recruitment of a purchasing, contracts and procurement officer who will be responsible for this

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								process is on hold at present as a result of COVID-19.
2m			Hold a session with Board Members about social value and how this impacts upon our activities.	Robbie Chapman	31-Mar-2020		<div style="width: 25%;"><div style="width: 25%; background-color: #4f81bd; color: white; text-align: center;">25%</div></div>	<p>The format and content of this session was agreed with Adam Richards of Social Value UK. This was broadly based on the content presented to Northwards' senior staff but with specific focus on the role of the Board in promoting this.</p> <p>It was originally our intention to include this as part of the strategy session in February, but it was agreed that training in respect of Risk Management was more pressing. This will be one of the training sessions in 20/21.</p>
2n			Fully participate in the GMHP Social Value Group, hearing examples of best practice and feeding these back to our own processes.	Greig Lees	02-Mar-2022		<div style="width: 50%;"><div style="width: 50%; background-color: #4f81bd; color: white; text-align: center;">50%</div></div>	Regular attendance at GMHP Social Value Group. NH Staff attended the GMHP SV conference in January 2020.
2o		Social value is considered throughout procurement and all Northwards contracts contain tailored social value expectations that are enforced. Northwards understands the impact of the	Through regular dialogue with budget holders Finance will maintain a schedule of all upcoming procurement to identify where social value can be added.		31-Mar-2020		<div style="width: 75%;"><div style="width: 75%; background-color: #4f81bd; color: white; text-align: center;">75%</div></div>	<p>For every tender run with the involvement of the finance team there has been a requirement to include social value as an evaluation criteria. Work is continuing to ensure that all procurement, including that relating to the capital programme, is subject to the same requirements.</p> <p>This action will be completed when the new procurement officer is in post.</p>

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2p		actions it has taken to enhance social value and VFM.	For any significant procurement either the Procurement Officer or a senior member of the Finance team will attend a meeting to ensure social value is considered and applied.	Craig Broadhurst	31-Mar-2020		<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 60%	For every tender run with the involvement of the finance team there has been a requirement to include social value as an evaluation criteria. Work is continuing to ensure that all procurement, including that relating to the capital programme, is subject to the same requirements. This process will be further improved with the introduction of the contract log.
2q			Ahead of every major procurement the relevant Head of Service will meet with the Director of Business Services, or their delegated authority, and they will agree the social value expectations that will be included in any future contract.	Robbie Chapman	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	The Director of Business Services has met with the Head of Service ahead of each major procurement since the launch of this strategy.
2r			All significant contracts to include requirements for supplier to provide performance information against expectations, including social value, on at least a quarterly basis	Jillian Burrows	31-Mar-2021		<div style="width: 0%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 0%	After publication of the 3-year business and delivery plan, Northwards will be revising the procurement strategy and associated documentation to incorporate the contract management framework. This will formalise all of the requirements specified here.

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2s			Northwards will complete its Level One Social Value Certificate to commit to implement systems and processes that are consistent with the Social Value Principles, evidenced through policy documentation.	Craig Broadhurst; Dale Martin	31-Mar-2020		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #4f81bd; position: relative;">20%</div>	Progress against this action was halted due to the long-term absence of the Procurement Officer. This individual has returned to work but has been reassigned under the restructure of the Finance department. The recruitment of a purchasing, contracts and procurement officer who will be responsible for this process is on hold at present as a result of COVID-19.
2t		Northwards understands the impact of the actions it has taken to enhance social value and VFM.	Northwards will complete its Level Two Social Value Certificate to implement systems and processes that are consistent with the Social Value Principles, evidenced through appropriate data collection.	Craig Broadhurst; Dale Martin	31-Mar-2021		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #d3d3d3; position: relative;">0%</div>	
2u			Northwards will complete its Level Three Social Value Certificate to maximise the use of social value data to drive decisions to increase the social value created, evidenced through operational changes designed in response to data and with the specific intention to maximise the social value created with the resources available.	Craig Broadhurst; Dale Martin	31-Mar-2022		<div style="border: 1px solid black; width: 100px; height: 15px; background-color: #d3d3d3; position: relative;">0%</div>	

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2v			As part of the above Northwards will engage with Social Value UK to implement an effective tool for measuring the impact of these actions and whether our investment represents VFM.	Robbie Chapman	31-Mar-2021		<div style="border: 1px solid black; width: 100%; height: 100%; background-color: white; position: relative;"><div style="background-color: white; width: 0%; height: 100%;"></div></div> 0%	
2w	Embed effective sustainable practices within our processes, recognising how sustainability is vital to the delivery of our corporate objectives.	Northwards staff and stakeholders understand the concept of sustainability and can apply it when considering the operations of the business.	Northwards to prepare guidance around the principles of sustainability and to share this with all staff and Board members.	Dale Martin	31-Mar-2021		<div style="border: 1px solid black; width: 100%; height: 100%; background-color: white; position: relative;"><div style="background-color: white; width: 0%; height: 100%;"></div></div> 0%	Progress against this action was halted due to the long-term absence of the Procurement Officer. This individual has returned to work but has been reassigned under the restructure of the Finance department. The recruitment of a purchasing, contracts and procurement officer who will be responsible for this process is on hold at present as a result of COVID-19.
2x			Hold sessions with budget holders and Board members about sustainability and how this impacts upon our activities.	Robbie Chapman	31-Mar-2021		<div style="border: 1px solid black; width: 100%; height: 100%; background-color: white; position: relative;"><div style="background-color: white; width: 0%; height: 100%;"></div></div> 0%	It was originally our intention to include this as part of the strategy session in February, but it was agreed that training in respect of risk management was more pressing. This will be one of the training sessions in 20/21.
2y		Sustainability is considered throughout procurement and all Northwards' contracts contain	Through regular dialogue with budget holders and Finance will maintain a schedule of all upcoming procurement to ensure sustainability is considered.	Dale Martin	07-Mar-2020		<div style="border: 1px solid black; width: 100%; height: 100%; background-color: white; position: relative;"><div style="background-color: blue; width: 60%; height: 100%;"></div></div> 60%	Finance has made budget holders aware that there is a requirement to ensure sustainability is considered in the tendering process and has amended a number of tenders to include specific requirements.

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		tailored sustainability expectations that are enforced.						This will be developed further when the Procurement Officer post is filled.
2z			For any significant procurement either the Procurement Officer or a senior member of the Finance team will attend a meeting to ensure sustainability is considered and applied.	Craig Broadhurst	31-Mar-2020		<div style="width: 60%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 60%	For significant procurement run with the involvement of the finance team there has been a requirement to include sustainability as an evaluation criteria. This process will be further improved with the introduction of the contract log.
2aa			Ahead of every major procurement the relevant Head of Service will meet with the director of Business Services, or their delegated authority, and they will agree the sustainability expectations that will be included in any future contract.	Robbie Chapman	31-Mar-2021		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	For the 2 instances of major procurement since approval of the strategy the Director of Business Services has met with the relevant HoS to agree what sustainability requirements should be included.
2bb			All significant contracts to include requirement for supplier to provide performance information against expectations, including sustainability, on at least quarterly basis.	Jillian Burrows	31-Mar-2021		<div style="width: 15%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 15%	After publication of the 3-year business and delivery plan, Northwards will be revising the procurement strategy and associated documentation to incorporate the contract management framework. This will formalise all of the requirements specified here.

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To ensure that all our staff recognise their continuing obligation to seek VFM for Northwards as part of their daily activities.								
3a	Emphasise the role of staff in delivering VFM through procurement and other activities.	All staff are aware of their responsibilities in respect of VFM in procurement.	Value for money concepts and responsibilities to be included as part of induction for all new staff and refreshed in manager inductions.	Anthony Brady	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; color: white; text-align: center;">100%</div></div>	Value for Money is included during quarterly induction session when reviewing the Northwards values. Each new employee has to consider their role and how they will/can spend money wisely. This will continue and be developed as we update our induction programme.
3b			Suite of templates to be developed for use on various types of procurement which will be published on Yammer for staff to access. This will include guidance and prompts around value for money.	Craig Broadhurst; Dale Martin	31-Mar-2021		<div style="width: 15%;"><div style="background-color: #4f81bd; color: white; text-align: center;">15%</div></div>	Progress against this action was halted due to the long-term absence of the Procurement Officer. This individual has returned to work but has been reassigned under the restructure of the Finance department. The recruitment of a purchasing, contracts and procurement officer who will be responsible for this process is on hold at present as a result of COVID-19.
3c		All staff are committed to continuous improvement and adding value wherever possible in the services they deliver.	Include staff consultation is a key aspect of all service reviews and ensure that all staff have the opportunity to be involved in any service redesign.	Robbie Chapman; Robin Lawler; Andy Plant; Mike Stevens	31-Mar-2022		<div style="width: 15%;"><div style="background-color: #4f81bd; color: white; text-align: center;">15%</div></div>	A new programme of service reviews will begin on 1st April with a dedicated project team and a more challenging timetable. Under review in 20/21 will be management of Capital Programme, Estate Services, Tenancy Management and Management of Disrepair. As part of this process, all members of staff will have the opportunity to contribute to any service redesign.

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3d			Strengthen facilities for staff feedback and suggestions and ensure recognition for those who put forward successful changes.	Belinda Rourke	31-Mar-2021		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	After consideration of the best way for this to be managed, the staff suggestions role is now being undertaken as part of the employee voice group. This is a great way to increase the reach and recognition as this group is well represented across the business. However, we will continue to manage the 'staff suggestion' group on Yammer, with successful recommendations receiving vouchers.
3e			Include consideration of VFM and improvement as a primary objective in staff appraisals.	Anthony Brady	31-Mar-2021		<div style="width: 30%;"><div style="background-color: #4f81bd; height: 10px; width: 30%;"></div></div> 30%	Review of appraisal format ongoing and this can be considered in applicable roles once the roll out of A.I.M is complete by May/June 2020.
3f	Ensure there is appropriate training to support Northwards staff in delivering VFM.	Northwards staff are all trained in the principles of VFM and are able to apply these principles in day to day activity.	Training to be delivered to budget holders and their delegated authorities about VFM and how it can be achieved.	Robbie Chapman	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Training was delivered in November and December 2019. Feedback was positive.
3g			HR to explore e-learning modules in respect of VFM to consider for roll out throughout the organisation.	Anthony Brady	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	This was not successful. There is no off the shelf courses so we would've had to design and build our own course which would be expensive. Instead we will revisit the classroom training referred to below.
3h			Director of Business	Robbie	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	A training programme was

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			Services to meet with HR to consider general training requirements in respect of VFM in different parts of the business.	Chapman				developed in conjunction with the Northern Housing Consortium around VFM training for managers and up. Split across 4 days over 40 members of staff received the training. In addition, training in respect of VFM is now included within the induction of all new staff and managers.
3i	Have appropriate structures in place to advise and support staff to achieve VFM.	There is appropriate knowledge and experience throughout the organisation to provide advice and support to staff around VFM.	Training to be delivered to budget holders and their delegated authorities about VFM and how it can be achieved.	Robbie Chapman	31-Mar-2020		<div style="background-color: #4f81bd; color: white; padding: 2px;">100%</div>	Training was delivered to all relevant staff in November and December 2019.
3j			Procurement Officer to identify key staff in each department by total orders and work with them to ensure that value for money is considered in every procurement.	Dale Martin	31-Mar-2020		<div style="background-color: #4f81bd; color: white; padding: 2px;">75%</div>	Work has taken place with key members of staff within Property and Neighbourhood Services around VFM and key staff all attended the VFM training provided. Progress against this action has been affected by the long-term absence of the Procurement Officer. This individual has returned to work but has been reassigned under the restructure of the Finance department. The recruitment of a purchasing, contracts and procurement officer who will be responsible for this process is on hold at present as a result of COVID-19.

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3k		Northwards' Board is able to hold management to account in respect of its VFM activity.	Northwards' Board is given training in the principles of VFM and how they can be applied in the context of social housing organisations.	Robbie Chapman	31-Mar-2020		<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 25%	The format and content of this session has been prepared. This was broadly based on the content presented to Northwards' staff on VFM but with specific focus on the role of the Board in promoting this. It was originally our intention to include this as part of the strategy session in February, but it was agreed that training in respect of risk management was more pressing. This will be one of the Training sessions in 20/21.
3l			Northwards Board has a VFM lead who liaises directly with management in respect of VFM issues and feeds back to colleagues.	Robbie Chapman	31-Mar-2020		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 50%	The business plan now includes Board leads for all priorities which includes VFM. The Business Plan is being presented to Board on 12 May 2020.
To enable our Tenants to participate in the decision-making process and have real ability to influence decisions taken by Northwards in respect of VFM								
4a	Regularly publish information regarding Northwards' performance and VFM activities.	Northwards' tenants are aware of the targets agreed with MCC and our performance against these targets.	Key performance targets and associated narrative, are published on our website and updated on an annual basis after approval from the Council.	Michael Franklin; Mark Hesford	31-Mar-2020		<div style="width: 75%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 75%	Northwards now publishes our HouseMark performance data on our website on an annual basis but the data here is limited. The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These will be regularly reported upon to Board and will be shared on the website.
4b			Performance against non-	Michael	31-Mar-2020		<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 50%	Northwards now publishes our

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
			confidential key performance indicators are published on Northwards' website on a quarterly basis.	Franklin; Mark Hesford				HouseMark performance data on our website on an annual basis but the data here is limited. The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These will be regularly reported upon to Board and will be shared on the website.
4c			Northwards to publish the results of our annual benchmarking exercise from HouseMark.	Michael Franklin; Mark Hesford	08-Mar-2020		<div style="width: 100%;"><div style="width: 100%; background-color: #4f81bd; height: 10px;"></div></div> 100%	Northwards now publishes our HouseMark performance data on our website on an annual basis but the data here is limited.
4d	To maintain and improve the structures by which tenants can scrutinise the services provided by Northwards.	Tenants' View has appropriate scope, access and support to carry out reviews of Northwards' services and their recommendations given fair consideration.	A long-term plan is agreed with Tenants' View participants to ensure fair scope across the business.	Belinda Rourke	31-Mar-2020		<div style="width: 70%;"><div style="width: 70%; background-color: #4f81bd; height: 10px;"></div></div> 70%	A meeting with TV was held in early March regarding their role in the service reviews. Northwards has proposed that TV would, prior to each review, consider the customer facing elements of each review, put forward their previous reviews on these areas and consider the recommendations prior to implementation. Members of the group asked for time to consider the proposal. This would not prevent TV from instigating their own reviews. A formal plan for the next 12 months will be agreed after travel restrictions have been lifted.

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
4e			Consultation with Tenants' View to understand their resourcing requirements for all future reviews.	Belinda Rourke	08-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Prior to the COVID-19 situation, TV asked for a review of their equipment and ongoing external support. Both of these issues have now been addressed.
4f			Northwards to pay for independent support for reviews where deemed necessary by Tenants' View.	Belinda Rourke	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Independent support is ongoing and has been procured for their current review. We have agreed that external support will be funded by Northwards as and when required.
4g			Where recommendations of Tenants' View are not implemented a response should be provided by management and approved by the Board.	Belinda Rourke	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	All recommendations made by TV since this strategy was launched have been implemented. We have also agreed that any recommendations that are not agreed will be reported to Board for consideration/approval.
4h		Northwards has a diverse range of access points for tenant feedback and scrutiny in respect of VFM.	Survey members of Northwards' Network around VFM ahead of session where they are able to discuss the issues with senior staff.	Robbie Chapman; Belinda Rourke	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	A survey was carried out with 200 responses received and an event was also held with over 60 tenants. Issues raised through the events and surveys have been discussed with senior management. We are continuing to look at different methods of feedback to ensure a diverse range of access points is present
4i		Expand Northwards' Customer Satisfaction Survey to include a section on VFM.	Belinda Rourke	31-Mar-2021		<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px; width: 40%;"></div></div> 40%	A survey was carried out with 200 responses received and an event was also held with over 60 tenants where VFM was one of the questions asked.	

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								VFM will be one of the key considerations in the transactional feedback surveys being rolled out across the organisation.
4j			Consider the expansion of automated feedback requests (Voicescape) for other transactional services throughout Northwards.	Robbie Chapman	31-Mar-2021		<div style="width: 30%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 30%	Meetings have been held with our current provider, Voicescape, about the roll out of transactional feedback and exploratory discussions with other providers. We are confident that we will make this a key measure of performance in respect of the majority of the services we provide. The roll out of this will be a key feature of the customer experience strategy.
4k	Facilitate tenant involvement in decisions around how Northwards directs its resources. Including an understanding of the trade-offs and opportunity costs of its decisions.	Tenants have an opportunity to influence the decision-making process within Northwards and are aware of the implications of these decisions.	Produce an easy to read summary of Northwards' financial position, including an assessment of our key financial challenges and make this available to tenants.	Craig Broadhurst	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	As with previous years this will be made available following the year end accounts. The intention is to produce quarterly updates.
4l			Northwards to hold open invitation events with tenants about our financial position and ask them to express what they believe our priorities should be.	Robbie Chapman; Mike Stevens	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 100%	This event was held in December 2019 and we will look to have similar events each year.
4m	Develop a Customer Experience Strategy with detail regarding how customer insight will be used to tailor	Northwards has an effective strategy for enhancing customer experience and	Design and implement a new Customer Experience Strategy to improve the experience of tenants when dealing with Northwards.	Belinda Rourke	31-Mar-2021		<div style="width: 60%;"><div style="background-color: #4F81BD; height: 10px; width: 100%;"></div></div> 60%	The strategy is in draft and was due to be presented at the April away day but the situation with COVID-19 has prevented this.

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	services to the needs of our tenants.	uses data to improve services for tenants.						The Head of Customer Experience will be presenting the strategy at the first available Board meeting held in person. We hope that this is in June but otherwise this will take place later in the year.
4n			Within strategy develop a framework for how data we hold on tenants can be used to tailor services to their needs.	Belinda Rourke	31-Mar-2021		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">35%</div>	<p>The strategy is in draft and was due to be presented at the April away day but the situation with COVID-19 has prevented this.</p> <p>The strategy will explain how data collection will work and how this will be fed into service redesign.</p> <p>During the current situation we are taking the opportunity to increase our customer profiling through telephone surveys. This information will be recorded on QL and will provide a very useful base for our ongoing efforts to improve services.</p>
4o			Work with Customer Experience Manager to build upon the data we have on tenants experience.	Michael Franklin	31-Mar-2020		<div style="border: 1px solid black; background-color: #e0e0e0; padding: 2px;">75%</div>	First time fix has is now being implemented throughout the business. This is following statistical data from QL. Reports have been created to-measure the amount of referrals being forwarded from the Customer Service Centre to other parts of the business. The emphasis is to enable the Contact Centre to be able to deal with these issues as a 'First Time Fix'.

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								During the current situation we are taking the opportunity to increase our customer profiling through telephone surveys. This information will be recorded on QL and will provide a very useful base for our ongoing efforts to improve services.
4p			Work with every part of the business to understand what data would be useful for their services and to provide this information to specification.	Michael Franklin	31-Mar-2020		<div style="background-color: #a0c0ff; width: 70%; text-align: center;">70%</div>	<p>The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These will be regularly reported upon to Board.</p> <p>Performance data is now automatically generated for some parts of the business for certain elements of performance.</p> <p>Performance data and data usage is a key part of the service reviews.</p>
To have internal processes in place to track expenditure and understand the impact of our investment in services and homes.								
5a	Set challenging targets for performance and monitor our key performance indicators.	Northwards' Board members receive the performance information they need to hold management to account in a timely fashion.	Undertake an exercise with the Board to review all existing KPIs and to establish whether they remain appropriate and to consider if other indicators are required.		31-Mar-2020		<div style="background-color: #a0c0ff; width: 70%; text-align: center;">70%</div>	<p>The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These measures are in addition to the 17 KPIs we report on to MCC.</p> <p>In sharing our draft business plan with MCC we have raised the issue of our current KPIs and whether these remain fit for purpose. We will report to Board the outcome of these</p>

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
								discussions.
5b			Bring forward the annual approval of changes to KPI's to March	Robbie Chapman; Michael Franklin	31-Mar-2021		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">80%</div>	<p>The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These measures are in addition to the 17 KPIs we report on to MCC.</p> <p>We have yet to agree formal targets for the performance measures with our Board or the Council. Given the ongoing situation in respect of COVID-19 and the likely impact that this will have on key services it is difficult to establish what performance will look like during the lockdown and the proceeding period.</p>
5c		Northwards has challenging targets for performance and continuous improvement, including VFM.	One of review of all KPIs reported to Board and internally to establish how VFM considerations can be incorporated or enhanced.	Michael Franklin	31-Mar-2020		<div style="background-color: #4f81bd; color: white; padding: 2px; text-align: center;">80%</div>	<p>The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These measures are in addition to the KPIs reported on to MCC.</p> <p>We have yet to agree formal targets for the performance measures with our Board or the Council. Given the ongoing situation in respect of COVID-19 and the likely impact that this will have on key services it is difficult to establish what</p>

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								performance will look like during the lockdown and the proceeding period
5d			Annual review of the targets set within each department that push for improvement whilst taking into account challenges of environment.	Michael Franklin	31-Mar-2020		<div style="width: 70%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 70%	<p>The business plan, which is being presented to Board in May, contains a series of priorities, actions and measures for the life of the plan. These will be regularly reported upon to Board.</p> <p>We have yet to agree formal targets for the performance measures with our Board or the Council. Given the ongoing situation in respect of COVID-19 and the likely impact that this will have on key services it is difficult to establish what performance will look like during the lockdown and the proceeding period</p>
5e	Put systems in place to understand the costs of delivering specific services and which underlying factors influence these costs and how they do so.	Northwards has a full understanding of the costs of delivering each of our services.	Undertake review of all cost centres to ensure that the income and expenditure associated with each specific service can be assessed.	Craig Broadhurst	31-Mar-2020		<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	The zero-based budgeting exercise has provided a better understanding of income and expenditure across service areas.
5f			Compare year on year spend against every nominal code twice a year to capture efficiencies and record where costs are increasing to be reported in each instance to the	Craig Broadhurst; Michael Franklin	31-Mar-2020		<div style="width: 25%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 25%	This has commenced as part of the 20/21 budget setting exercise. Further work will be undertaken as part of the Service Reviews.

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
			Resources Sub-Committee of the Board.					
5g			Revisit and update Northwards' Activity Based Costing exercise to understand how cost drivers can be managed downwards	Michael Franklin	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	
5h			Analyse the costs of different categories of repairs and understand how these costs are increasing over time to identify work that we can undertake to limit this increase.	Michael Franklin	31-Mar-2020		<div style="width: 90%;"><div>90%</div></div>	Analysis has been carried out on all repair jobs ordered within a set period of time. This comparison was between the number of repair orders raised, and the amounts added as variations. This information is being shared and interrogated between R&M managers and Mears.
5i	Work with our Council partners to understand the return on their assets and have a strategy for optimising the future return on assets measured against our shared objectives.	Northwards maintains a detailed understanding of the Council's assets and how our investment feeds into our shared objectives.	Revise and update Northwards Asset Management Strategy for approval at Operations Sub-Committee.	Claire Hopkins	31-Mar-2021		<div style="width: 40%;"><div>40%</div></div>	This was completed and discussed at Operations Sub-Committee in November 2019. However, it will need updating this year to take into account what needs to be invested if we are to achieve the Council's zero carbon 2038 target.
5j			Progress against action plan associated with Asset Management Strategy to be reported to and discussed at EMT.	Claire Hopkins	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	The key issue with the asset management strategy is the capital investment programme progress. This will feature as an agenda item on EMT from March 2020.
5k			Undertake an annual return on assets exercise, reporting findings to Operations Sub-Committee and the Council.	Claire Hopkins; Greig Lees	31-Mar-2020		<div style="width: 100%;"><div>100%</div></div>	The 2018/19 analysis was completed and discussed at Operations Sub-Committee in November 2019. It will need updating this year to take into account what needs to be invested if

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
								we are to achieve the Council's zero carbon 2038 target.
5l		Northwards provides regular support to the Council in their asset management decisions.	Undertake options appraisals as required by our Council partners in respect of potential purchases from RP's and the private sector.	Greig Lees	31-Mar-2022		0%	None completed to date.
5m	Make recommendations to the Council in respect of which properties should be disposed or demolished.		Greig Lees	31-Mar-2022		0%	None completed to date.	
5n	Continue to work with the Council in respect of their development programme		Greig Lees	31-Mar-2022		25%	Discussions ongoing regarding Collyhurst 'Phase 2' including 130 new council homes to be managed by Northwards.	
5o	Using the analysis undertaken around costs of different categories of repairs make formal recommendations to the Council regarding potential investment to limit ongoing costs.		Michael Franklin	31-Mar-2021		0%		
To demonstrate that VFM comparisons have taken place against other similar activities and organisations using relevant measures where this is considered useful.								
6a	Engage in benchmarking activities with other ALMOs across the country to help identify where performance can be	Northwards understands how it costs and performance compare against similar providers.	Renew membership with HouseMark and fully participate in the benchmarking of costs and performance.	Michael Franklin	31-Mar-2020		100%	Housemark membership has been renewed, and collation of data in preparation for the input is being done for the 2019/20 financial year.
6b			Publish the result of the HouseMark exercise on the	Michael Franklin;	31-Mar-2020		0%	We have published our 18/19 performance against peers on our

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
	improved.		Northwards website.	Mark Hesford				website. Housemark membership has been renewed and collection of data in preparation for the input is being done for the 2019/20 financial year.
6c		Northwards recognise where performance can be improved and seeks to learn from others.	Identify best performers in HouseMark benchmark family and establish where lessons can be learned.	Michael Franklin	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	We continue to engage with all benchmarking peers, both through HouseMark and other forums like the Northern ALMOS FD group. No analysis has taken place regarding specific activities, but this is something we will look to pursue.
6d	Investigate where other opportunities for meaningful comparison can be established within Manchester and outside of the sector.	Northwards looks to learn lessons for improvement in a diverse range of organisations.	Undertake exercise to benchmark the costs of Northwards compared to the social housing activities of LSVTs in Manchester.	Michael Franklin	31-Mar-2020		<div style="width: 100%;"><div>100%</div></div>	A benchmarking exercise was undertaken comparing Northwards costs with those of other social housing providers in the city using annual financial statements. This exercise confirmed that Northwards had the lowest cost per unit of any social housing provider operating within Manchester.
6e			Explore options for benchmarking groups for specific activities outside of social housing.	Michael Franklin	31-Mar-2021		<div style="width: 0%;"><div>0%</div></div>	
6f	Work with partners across the city and beyond to share best practice and learn how services can be improved within our community.	Northwards engages with variety of forums to share best practice and seeks to understand where others' success can be applied.	Northwards will continue to participate in the GMHPP to share and learn from best practice.	Robbie Chapman; Robin Lawler; Andy Plant; Mike Stevens	31-Mar-2022		<div style="width: 33%;"><div>33%</div></div>	All directors participate in GMHPP in respect of different parts of the business. The benefits so far have been negligible.
6g			Northwards will continue to participate in the Northern	Robbie Chapman	31-Mar-2022		<div style="width: 33%;"><div>33%</div></div>	We continue to participate in this group. However, as more ALMOs

Code	Goal	Objective	Action	Assigned To	Due Date	Status	Progress	Latest Note
			ALMOs finance group and continue to engage with other ALMO groups across the country to share and learn from best practice.					are taken in house or subject to stock transfer, membership is diminishing.