

Cairn Housing Association Improvement Plan										
							Overdue & no action			
							Almost complete			
							Fully complete			
<u>Ins</u>	<u>Rpt</u>	<u>Ref</u>	<u>Initial Completion Date</u>	<u>Revised Completion Date</u>	<u>Manager Responsible</u>	<u>Action Complete</u>	<u>Date Completed</u>	<u>Update Submitted*</u>	<u>Evidence Submitted*</u>	<u>Comments</u>
Ref	Our	Ref								
			1. Tenant Satisfaction							
4.2			Undertake comprehensive tenant satisfaction survey work							
	1.1		Design and implement a survey plan to collect current information on satisfaction levels for the majority of our tenants	30/09/10		OMT				
	1.2		Ensure that tenants' views are appropriately reflected in the survey plan in terms of survey area prioritisation and survey methodology.	30/09/10		OMT				
	1.3		Publicise the plan to all customers.	30/09/10		OMT				
	1.4		Key elements of the plan to include:							
		1.4.1	Outline of survey methodology to ensure that a range and variety of survey methods are used to help maximise tenants' responses.	30/09/10		OMT				
		1.4.2	Mechanisms to ensure that customer satisfaction levels and feedback gathered through survey work lead service reviews.	30/09/10		OMT				
		1.4.3	Tenant communication processes through which we advise about how feedback is being used.	30/09/10		OMT				
		1.4.4	A framework for a regular pattern of tenant satisfaction surveys for all tenants to include a comprehensive 5 yearly survey as well as annual shorter or thematic surveys for select groups of tenants.	30/09/10		OMT				
4.2			Implement a procedure that ensures comprehensive consultation on Rent and Service Charge reviews							
	1.5		Devise a consultation plan that outlines consultation methodology timescales.	31/12/09		OMT/Finance		28/02/10	Yes	Yes
	1.6		Devise feedback methods from consultation.	31/12/09		OMT/Finance		28/02/10	Yes	Yes
	1.7		Publish results which clearly link business decisions (related to rent and service charge levels) to tenant feedback.	31/12/09	31/12/10	OMT/Finance			Yes	
			2. Access to Housing							
4.4			Ensure that our website gives comprehensive and consistent information that will facilitate access to our housing							
	2.1		Review and standardise current information regarding our houses and estates	31/12/09		OMT/IT		31/12/09	Yes	Yes
	2.2		Seek stakeholder views on quality of current information	31/12/09	30/09/10	OMT/IT			Yes	
	2.3		Devise upgrade plan to ensure information is kept current	31/12/09		OMT/IT		28/05/10	Yes	Yes
	3.0		3. Access to housing list							

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			<u>Date</u>	<u>Date</u>						
4.6		Advise all applicants of our 7 day target for entering details to our housing list								
	3.1	Revise the application acknowledgment letter	31/12/09		OMT		31/12/09	Yes	Yes	
	3.2	Revise the application package to advise of our target for loading applications onto our lists	31/12/09		OMT		31/12/09	Yes	Yes	
	3.3	Include application loading targets on our website	31/12/09		OMT		31/12/09	Yes	Yes	
	3.4	Include targets and performance against these targets in published Service Standards	30/09/10		OMT					
4.6		Monitor and report on performance against our target for loading new applications onto our housing list								
	3.5	Include a report on 'application loading' in the KPI suite of operation department reports	31/07/09		OMT		31/07/09	Yes	Yes	
	3.6	Advise our tenants, applicants and other customers of our performance against this target	31/12/09	30/09/10	OMT			Yes		
4.6		Introduce a robust procedure that ensures that the processing of applications is monitored								
	3.7	Determine best practice in selection, prioritisation and approval procedures and revise our procedures accordingly	31/12/09		OMT/IT		31/12/09	Yes	yes	
	3.8	Train staff	31/12/09		OMT/IT		31/12/09	Yes	Yes	
	3.9	Seek tenants' and prospective tenants' views	31/07/09		OMT/IT		31/12/09	Yes		
	3.10	Monitor process for checking and authorising on a regular basis	31/12/09		OMT/IT		31/12/09	Yes	yes	
	3.11	Reinforce system for manual check of every application.	31/12/09		OMT/IT		31/12/09	Yes	Yes	
4.6		Review the effectiveness of our communication with applicants at completion of the assessment process								
	3.12	Review letter to applicants to revise information given to them on such matters as:								
	3.12.1	the points awarded	31/05/09		OMT		31/05/09	Yes	Yes	
	3.12.2	all housing options available	30/01/10		OMT		22/04/10	Yes	Yes	
	3.12.3	how to appeal the pointing assessment made	30/06/09		OMT		30/06/09	Yes	Yes	
	3.12.4	sources of independent housing advice and assistance available	31/05/09		OMT		31/05/09	Yes	Yes	
	3.13	Develop report on stock turn over to be used to inform applicants	28/02/10		OMT		22/04/10	Yes	Yes	
	3.14	Develop application and allocation advice leaflets for applicants.	30/09/10		OMT					
4.6		Improve consistency related to review of applications on our housing list and ensure that such a review is carried out on a regular basis								
	3.15	Establish clearer review procedures with timescales and processes reinforced	31/07/09		OMT		31/12/09	Yes	Yes	
	3.16	Develop a monitoring report to allow non compliance to be highlighted	31/07/09		OMT		31/07/09	Yes	Yes	
	3.17	Include targets and performance in KPI reporting	31/12/09		OMT		31/12/09	Yes	Yes	
	3.18	Include targets and performance in published Service Standards	31/12/09	30/09/10	OMT			Yes	Yes	

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4.8		Ensure that applicants suspended from our housing list are advised of sources of independent advice								
	3.19	Update letter to applicants to include information on independent sources of advice	31/05/09		OMT		31/05/09	Yes	Yes	
4.8		Review the procedure related to Appeal of Suspension from the housing list and ensure a separation between the Officer roles involved								
	3.20	Update procedure and documentation to include:								
	3.20.1	Issuing information on sources of independent advice	31/05/09		OMT		31/05/09	Yes	Yes	
	3.20.2	Introducing clearer separation of officer roles to clearly outline the appeals processes	31/03/10		OMT		31/05/09	Yes	Yes	
	3.20.3	Review the lifting of suspension guidance and train staff as required particularly to ensure that applicants are given clear timescales for the ending or review of any suspension	31/03/10	30/06/10	OMT			Yes	Yes	
		4. Lettings								
4.10		Devise systems to routinely analyse applicant information and report this to COM, tenants and applicants								
	4.1	Provide annual reports to COM to give an indication of the types of applications we receive in terms of household size, reasons for application, etc	31/03/10	30/09/10	OMT/IT			Yes	Yes	
	4.2	Devise ways of collecting and reporting on this information	30/09/10		OMT/IT			Yes	Yes	
	4.3	Include applicant information in annual report	31/03/10	30/09/10	OMT/IT			Yes	Yes	
4.11		Introduce more comprehensive reporting and analysis of lettings outcomes								
	4.4	Determine the content and mechanisms for providing lettings outcome reports to CMT and COM	31/03/10	30/09/10	OMT/IT			Yes	Yes	
	4.5	Determine how lettings outcomes will be used to influence service improvement or growth plans	30/09/10		OMT/IT					
4.11		Ensure that lettings information collated is used to inform service planning and improvement								
	4.6	D & AM to review new build proposals on lettings information to be made available and devise ways of linking this to scheme appraisals	30/09/10		OMT/D&AM/IT					
	4.7	Ensure an annual SOM/CMT consideration of lettings outcome reports to determine any necessary Business Planning or Risk Strategy changes	30/09/10		OMT/D&AM/IT					
4.12		Review and improve procedures for managers approving lets especially where there has been any 'by passing' of applicants								
	4.8	Introduce a procedural requirement for written manager approvals and formal recording of approvals for "by passing" applicants	30/09/10		OMT					

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			<u>Date</u>	<u>Date</u>							
	4.9		Formal Reports on "by passing" to be introduced to ensure a consistent and disciplined approach across all areas. These to be reported to OMT on quarterly or six monthly basis	31/03/10	30/06/10	OMT			Yes	Yes	
	4.13		Establish a target for lets to homeless people and report progress against target								
	4.10		Determine appropriate target levels across all areas and local authorities	30/09/10		OMT/IT					
	4.11		Devise a system for collation and reporting of targets and performance	31/07/10		OMT/IT					
	4.12		Provide annual report to COM on targets and performance	30/09/10		OMT/IT					
	4.13		Include targets and performance as part of published Service Standards	30/09/11		OMT/IT					
			5. Tenancies and neighbourhood management								
	4.16		Include a more prominent reference to availability in other formats and languages in our Tenant Handbook								
	5.1		Include required amendments in review of Handbook	30/09/10		OMT					
	4.17		Ensure that tenancy settling-in visits are carried out within first six weeks of tenancy start								
	5.2		Review procedure and respond to customer feedback. Procedure to include:								
		5.2.1	Instruction to SHSMs to conduct and record all sheltered tenants settling-in visits within period agreed following review	31/12/09	30/06/10	OMT/D&AM/IT			Yes	Yes	
		5.2.2	Instruct all HOs to respond to and record settling-in information provided by SHSM as method of checking	31/12/09	30/06/10	OMT/D&AM/IT			Yes	Yes	
		5.2.3	Introduce formal ICT recording of settling-in visits and associated actions	31/12/09	30/06/10	OMT/D&AM/IT			Yes	Yes	
		5.2.4	Widen settling-in visits resource to include HOs, SHSMs, MOs and PMOs and provide appropriate training to allow this	31/03/10	30/06/10	OMT/D&AM/IT			Yes		
	4.18		Report performance against settling-in visit targets								
	5.3		Devise a reporting system	30/06/10		OMT			Yes	Yes	
	5.4		Introduce performance targets	30/06/10		OMT			Yes	Yes	
	5.5		Devise procedure for managing visits register to ensure good performance against target	30/06/10		OMT			Yes	Yes	
	5.6		Include targets and performance against these in published Service Standards	30/06/10		OMT			Yes	Yes	
	4.18		Review how and when information on customer vulnerability and support needs is collected								
	5.7		Review the housing application form to ensure early capture of information on applicant vulnerability and support needs	30/06/10		OMT/IT			Yes	Yes	
	5.8		Improve the ICT system to consistently hold and report on tenant vulnerability indicators	30/06/10		OMT/IT			Yes	Yes	
	4.23		Publicise our targets related to responding to and concluding cases of anti social behaviour								

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5.9		Ensure leaflets going out to tenants contain all relevant information on how we deal with anti social cases and includes target timescales for our response	31/07/10		OMT					
5.10		Publish response timescale targets on our website and consider including these in the new Tenant Handbook provided we can accommodate target review/target improvements during the 'lifetime' of the Handbook	31/07/10		OMT					
5.11		Include targets and performance against these in published Service Standards	31/07/11		OMT					
4.24		Ensure more robust procedures are in place and followed related to how we create and hold information and records on all investigations made and evidence gathered in relation to anti social behaviour cases								
5.12		Amended procedures to include:								
	5.12.1	Staff training	31/07/10		OMT/IT		31/12/09	Yes	Yes	
	5.12.2	Monitoring mechanisms established including an informal internal audit process conducted by Service Development and local senior officers	31/07/10		OMT/IT					
	5.12.3	Reviewing of procedure to be consistently undertaken	31/07/10		OMT/IT					
	5.12.4	A checking system to ensure consistency and accuracy of assessment and categorisation related to anti social behaviour cases	31/07/10		OMT/IT					
4.24		Ensure that we can collate and report on outcomes related to our handling of anti social behaviour cases								
5.13		Devise a recording and reporting system for SOM, CMT and COM	31/07/10		OMT/IT					
5.14		Publicise these outcomes on a regular basis to tenants and other stakeholders	31/07/10		OMT/IT					
4.24		Devise a tenant feedback survey specific to how well they think we have dealt with anti social behaviour reports								
5.15		Work with tenant representatives to determine survey design and related reporting and feedback processes	28/02/10	30/09/10	OMT/IT			Yes	Yes	
5.16		Design the survey and train staff on survey requirements	28/02/10	30/09/10	OMT/IT			Yes	Yes	
5.17		Devise reporting system	28/02/10	30/09/10	OMT/IT			Yes	Yes	
5.18		Publicise results on a regular basis and report performance to CMT and COM	28/02/10	30/09/10	OMT/IT			Yes	Yes	
5.19		Devise system for using feedback to review service standards related to anti social behaviour policy and procedures	28/02/10	30/09/10	OMT/IT			Yes	Yes	
5.20		Incorporate this area in Tenant Survey Plan	28/02/10	30/09/10	OMT/IT			Yes	Yes	
5.21		Ensure we review our practices in the light of feedback	28/02/10	30/09/10	OMT/IT			Yes	Yes	
4.25		Implement a more robust schedule of estate management visits and ensure that these are carried out and recorded as completed								
5.22		Develop Estate Management procedure	31/05/10	30/06/10	OMT/D&AM/IT			Yes	Yes	
5.23		Seek tenant involvement in relation to component parts or amenities to be inspected	31/05/10		OMT/D&AM/IT		31/05/10	Yes	Yes	
5.24		Train all field staff to carry out estate visits and record findings and request actions as required	31/05/10	30/06/10	OMT/D&AM/IT			Yes		

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	5.25		Devise a recording and reporting system to hold EM visit info and any follow up actions	31/05/10		OMT/D&AM/IT		31/05/10	Yes	Yes
	5.26		Ensure management checks are in place to monitor that EM visits are carried out and are effective	31/05/10	30/09/10	OMT/D&AM/IT				
	5.27		Include targets and performance against these in published Service Standards	31/05/10	30/09/10	OMT/D&AM/IT				
			6. Income maximisation							
	4.31		Ensure that the implementation of rent arrears procedures is consistently applied across all areas and offices.							
	6.1		Ensure standard letters include information to direct tenants to independent financial advice and assistance	31/05/09		OMT/IT		31/05/09	Yes	Yes
	6.2		Instigate mechanisms which prevent essential procedural steps from being bypassed by operatives	28/02/10	30/06/10	OMT/IT		31/05/10	Yes	
	6.3		Devise a system of audit and checks to ensure consistency in procedural implementation	28/02/10	30/06/10	OMT/IT		31/05/10	Yes	
	6.4		Undertake regular Staff Training	31/03/10	31/12/10	OMT/IT			Yes	
	4.32		Ensure good and consistent management of former tenant arrears to maximise income or minimise bad debt							
	6.5		Introduce a system of checks to ensure consistent application of all procedures related to former tenants arrears recovery or write off	30/06/10		OMT		30/05/10	Yes	Yes
	6.6		Report performance against target to CMT and COM	30/06/09		OMT		30/06/09	Yes	Yes
	4.34		Ensure that void property management is effective so that rent loss is minimized							
	6.7		Review void procedures	31/07/09		OMT		31/07/09	Yes	Yes
	6.8		Devise a consistent void repair standard and ensure its implementation through a system of sample survey work	31/10/09		OMT		31/10/09	Yes	Yes
	6.9		Ensure we consult with tenants on the further development of the void standard	31/12/10		OMT				
	6.10		Set clear monetary targets to minimise void loss and void re-let timescales across all areas and house/ void types	31/03/09		OMT		31/03/09	Yes	Yes
	6.11		Devise mechanism to alert SOM and CMT to problem voids and ensure a process is in place to constantly consider other use/disposal options in response to changing demand levels	30/09/10		OMT			Yes	Yes
	6.12		Include targets and performance in published service standards	30/09/10		OMT				
	4.35		Record and report on the reasons people have for refusing offers of housing and ensure that appropriate monitoring and analysis of this information leads into service improvement and planning							
	6.13		Devise a system to record and report on reasons for refusal of offers	31/03/10		OMT/IT		25/05/10	Yes	Yes
	6.14		Report to COM and SOM on findings related to refusals	31/03/10	30/09/10	OMT/IT			Yes	
	6.15		Devise a system to actively use the information to design and improve services in consultation with users and publicise related outcomes	30/09/10		OMT/IT				
	6.16		Include intentions in published service standards	30/09/10		OMT/IT				

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			7. Asset Management Strategy								
4.37			Develop a comprehensive Asset Management Strategy, with related action planning, to set targets and timescales for how we will use and manage our property assets								
	7.1		Develop existing Asset Management framework to:								
		7.1.1	31/03/10		D&AM/IT		10/03/10	Yes	Yes		
		7.1.2	31/07/10	31/12/10	D&AM/IT			Yes	yes		
		7.1.3	31/03/10		D&AM/IT		10/03/10	Yes	Yes		
4.37			Review our Planned Maintenance programmes to ensure that we reflect house conditions and priority needs in accordance with SHQS requirements								
	7.2		31/07/10		D&AM/IT			Yes			
4.37			Ensure that our Planned Maintenance programmes reflect customer demand and tenant aspirations								
	7.3		31/07/10	31/12/10	D&AM			Yes			
	7.4		31/12/10		D&AM						
	7.5		31/12/10		D&AM						
4.39			Reflect tenant and customer demand and preferences in our property investment decisions								
	7.6		31/07/10		D&AM						
	7.7		31/10/10		D&AM						
4.41			Update all information on stock condition on an ongoing basis following planned maintenance or other repair and improvement works								
	7.8		30/06/10		D&AM/IT			Yes			
	7.9		30/06/10		D&AM/IT			Yes			
4.43 & 4.44			Develop clear links within the Planned Maintenance programme to SHQS requirements and implement programmes of work to address any SHQS failures								
	7.10		31/05/10	31/12/10	D&AM/IT			Yes			

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	7.11		Publicise to tenants how SHQS failures will be addressed within a 5-year planned maintenance programme	31/08/10		D&AM/IT			Yes	
	7.12		Revise projections on SHQS compliance by 2015	30/04/10		D&AM/IT		01/03/10	Yes	Yes
4.44			Ensure that our re-let standard is set in consultation with tenants and prospective tenants							
	7.13		Conduct a tenant and prospective tenant feedback process related specifically to our proposed void re-let standard	31/08/09		D&AM/OMT		31/12/09	Yes	Yes
	7.14		Ensure we review our re-let standards on a regular basis (3 years) and include tenant views in the review process	31/08/12		D&AM/OMT				
	7.15		Publish our targets and performance against these as part of our service standards	31/08/10		D&AM/OMT				
4.46			Ensure that we report on the number of houses we bring up to SHQS standard each year							
	7.16		Devise systems to collect and report on our correction of SHQS failures	31/03/10	31/12/10	D&AM/IT			Yes	Yes
	7.17		Publicise our SHQS completions each year	30/04/10		D&AM/IT		23/04/10	yes	yes
	7.18		Ensure we provide KPIs on completion of SHQS works to our management teams and COM	30/04/10		D&AM/IT		31/05/10	Yes	Yes
			8. New Homes							
4.50			Revise the new build design guide in the light of tenant feedback and review it regularly							
	8.1		Improve quality of customer feedback survey to further influence design guide	31/12/09		D&AM		31/08/09	yes	Yes
	8.2		Amend the guide to reflect tenants' views, preferences and aspirations	28/02/10		D&AM		08/03/10	Yes	Yes
	8.3		Regularly update the guide to take account of best practice in design and tenant feedback	31/03/10		D&AM		31/05/10	Yes	Yes
	8.4		Devise a system to allow us to record and analyse tenants' views and report this to COM with clear outcome recommendations	30/06/10		D&AM		31/08/09	yes	yes
4.50			Improve communication between Development teams/functions and Planned Maintenance/ Responsive Repair teams /functions to ensure that feedback from maintenance staff is fed into design guide							
	8.5		Establish a procedure or forum to ensure that cross-departmental links are made to improve communication on design and sustainability aspects of new build schemes	31/03/10	30/06/10	D&AM/OMT			Yes	
			9. Investment and Home Safety							
4.54			Issue satisfaction survey forms to tenants on completion of all Planned Maintenance contracts							

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	9.1	Ensure we have a consistent approach to issue, collation, monitoring and reporting of PM tenant survey work across all areas	31/12/09		D&AM		31/08/09	Yes	Yes	
	9.2	Ensure all types of planned maintenance works are surveyed including communal/external works	31/03/10		D&AM		31/08/09	Yes	Yes	
	9.3	Ensure tenants are consulted on all PM works prior to commencement including external and communal works	31/03/10		D&AM		25/10/09	Yes		
4.55		Review our cyclical maintenance programme for all external and communal works in accordance with best practice.								
	9.4	Establish a service standard for cyclical maintenance in consultation with tenants	31/03/10	31/12/10	D&AM			Yes	Yes	
	9.5	Re-formulate Cyclical Works Plans and publicise	31/03/10	30/09/10	D&AM			Yes	Yes	
4.57		Ensure that we meet our gas safety statutory responsibilities for 100% of our relevant stock each year								
	9.6	Review procedures to ensure a 100% check per year of all relevant stock	31/12/09		D&AM		09/06/10	Yes	Yes	
4.58		Ensure a 10% per annum quality assurance check by independent consultants is carried out on all gas safety servicing contracts								
	9.7	Put an annual contract in place for externally qualified quality assurance checks on gas servicing works	30/04/10	30/09/10	D&AM			Yes		
	9.8	Report progress on quality assurance checks to SOM on a quarterly basis	30/09/10		D&AM					
	9.9	Set targets and review performance against these in gas safety service standards	30/09/10		D&AM					
4.59		Carry out annual checks of known asbestos as identified in the Asbestos Management Plan								
	9.10	Devise a system to ensure annual checks are carried out, that these are recorded and that we monitor and report on our performance against this requirement	31/12/09		D&AM		21/05/10	Yes	Yes	
4.59		Ensure that we consistently update all asbestos registers and that audits are carried out to ensure registers are in place, in order and up to date								
	9.11	Conduct staff training to raise awareness of this need	31/05/09		D&AM		31/05/09	Yes	Yes	
	9.12	Include this task in relevant job descriptions so that a check is in place	31/12/09		D&AM			Yes	No	
	9.13	Devise a system of regular checking of registers and recording of checks being done	31/05/09		D&AM		31/05/10	Yes	Yes	
	9.14	Devise an asbestos register on our ICT system that is linked to our property database and can be accessed by local operatives but maintained and monitored centrally	30/04/11		D&AM			Yes		
	9.15	Ensure updated registers are provided to multi-trade contractors who do not have access to our database	31/05/10	31/07/10	D&AM			Yes		
		10. Responsive Repairs								

<u>Ins</u>	<u>Rpt</u>		<u>Initial</u> <u>Completion</u>	<u>Revised</u> <u>Completion</u>	<u>Manager</u> <u>Responsible</u>	<u>Action</u> <u>Complete</u>	<u>Date</u> <u>Completed</u>	<u>Update</u> <u>Submitted*</u>	<u>Evidence</u> <u>Submitted*</u>	<u>Comments</u>
4.63		Review the responsive repairs appointment system across all areas to ensure consistency of service standards and adherence to best practice								
10.1		Consider as part of North multi trade feasibility study	31/03/10		OMT/IT		31/05/10	Yes	Yes	
10.2		Consider as part of expansion of South multi trade contract	31/10/09		OMT/IT		31/10/09	Yes	Yes	
10.3		Devise responsive repair service standards for appointments and seek views and feedback from tenants before establishing final standards	31/12/09		OMT/IT		31/12/09	Yes		
10.4		Monitor and report on contractors' performance related to setting and keeping appointments for repair works. Publicise to tenants and report to SOM, CMT and COM	31/07/10		OMT/IT					
10.5		Monitor tenant satisfaction surveys for contractor/tenant contact performance in the North	30/09/09		OMT/IT		30/09/09	Yes		
10.6		Extract existing information for the South	30/06/09		OMT/IT		30/06/09	Yes		
10.7		Regular reports to COM	30/06/09		OMT/IT		31/12/09	Yes	Yes	
10.8		Include targets and performance related to setting and keeping appointments in published Service Standards	30/09/10		OMT/IT					
4.66		Effectively measure repair completion times so that we can be sure that we are meeting our stated response and standard								
10.9		Review emergency attendance completion times	31/12/09		OMT/IT		31/12/09	Yes	Yes	
10.10		Devise a system to effectively and accurately measure and record job completion times	31/12/09		OMT/IT		31/12/09	Yes	Yes	
10.11		Monitor and report our performance against target times	31/03/10		OMT/IT		25/05/10	Yes	Yes	
10.12		Publicise our targets and performance in this area	30/06/10		OMT/IT			Yes		
10.13		Ensure consistency of recording and reporting across all areas	31/03/10		OMT/IT		31/12/09	Yes	Yes	
4.67		Review all procedures related to Right to Repair and ensure statutory compliance								
10.14		Regularly review RTR requirements to ensure continued statutory compliance	30/06/09		OMT/IT		30/06/09	Yes	Yes	
10.15		Deliver full guidance and training for staff	30/06/09		OMT/IT		30/06/09	Yes	Yes	
10.16		Annually advise tenants of Right to Repair and list of contractors and alternative contractors	30/06/09		OMT/IT		30/06/09	Yes	Yes	
10.17		Include targets and performance in relation to our RTR requirements in published Service Standards	30/06/10		OMT/IT					
10.18		Regularly report compensation payments to COM	31/03/10		OMT/IT		25/05/10	Yes	Yes	
10.19		Upgrade leaflet on RTR	30/06/09		OMT/IT		30/06/09	Yes	Yes	
10.20		Review job order letters to tenants to ensure all refer to RTR eligibility	30/06/09		OMT/IT		30/06/09	Yes	Yes	
10.21		Ensure lists of contractors and alternative contractors are available for all areas and publish these to tenants at time of annual reminder of their Rights	30/06/09		OMT/IT		30/06/09	Yes	Yes	
4.68		Review pre inspection procedures targets for responsive repairs and consistently implement these across all areas								
10.22		Introduce targets for pre inspections	31/12/09		OMT/IT		31/12/09	Yes	Yes	
10.23		Implement system to record and monitor performance	31/03/10	30/09/10	OMT/IT			Yes	Yes	

<u>Ins</u>			<u>Initial</u>	<u>Revised</u>	<u>Manager</u>	<u>Action</u>	<u>Date</u>	<u>Update</u>	<u>Evidence</u>	
<u>Rpt</u>			<u>Completion</u>	<u>Completion</u>	<u>Responsible</u>	<u>Complete</u>	<u>Completed</u>	<u>Submitted*</u>	<u>Submitted*</u>	<u>Comments</u>
			<u>Date</u>	<u>Date</u>						
	10.24	Train staff to allow wider coverage including SHSMs, PMOs, MOs, HOs, SMs and DOs	31/03/10	30/06/10	OMT/IT/D&AM			Yes		
	10.25	Provide quarterly reports on performance against targets to COM	31/03/10	31/12/10	OMT/IT			Yes	Yes	
	10.26	Include targets and performance against these in published Service Standards	31/12/10		OMT/IT					
4.68		Review post inspection procedures and targets and consistently implement these across all areas								
	10.27	Review targets and triggers for doing post-inspections	31/12/09		OMT/IT		31/12/09	Yes		
	10.28	Implement system to record and monitor performance	31/03/10		OMT/IT		31/03/10	Yes	Yes	
	10.29	Train staff to allow wider coverage including SHSMs, PMOs, MOs, HOs, SMs and DOs	31/03/10	30/09/10	OMT/IT/D&AM			Yes		
	10.30	Provide quarterly reports on performance against targets to COM	31/03/10	30/09/10	OMT/IT			Yes		
	10.31	Include targets and performance against these in published Service Standards	31/12/10	30/09/10	OMT/IT			Yes		
4.70		Review all monitoring and reports related to responsive repairs								
	10.32	Review KPIs and related reporting systems	28/02/10		OMT/IT		31/12/09	Yes	Yes	
	10.33	Publicise performance against targets/ standards	30/06/10		OMT/IT			Yes		
	10.34	Seek tenants' views on targets and amend reporting to meet their preferences	30/06/10		OMT/IT			Yes	Yes	
		11. Leadership & Strategic Planning								
5.1		Define clear business objectives related to improvement to service quality or growth in new services								
	11.1	Prioritise clear business objectives and articulate this in our business plan	31/03/10		COM/CMT/SOM		28/05/10	Yes	Yes	
	11.2	Set clear and SMART targets and objectives related to our service related business objectives	31/03/10		COM/CMT/SOM		28/05/10	Yes	Yes	
	11.3	Devise a new format for our Business Plan based on SHR Guidance	31/01/10		COM/CMT/SOM		18/11/09	Yes	Yes	
5.1		Set clear objectives related to seeking and responding to customer feedback								
	11.4	Devise a tenant survey programme with clear implementation dates across all functions of the Association	31/03/10	30/06/10	COM/CMT/SOM					
	11.5	Establish reporting and outcome/response mechanisms at Board and CMT level	31/03/10	30/06/10	COM/CMT/SOM					
5.4		Review the strengths and weaknesses of the business/organisation								
	11.6	Conduct a SWOT analysis to inform the Business Plan for 2010/11 – 2015/16	31/12/09		COM/CMT		18/11/09	Yes	Yes	
5.4		Ensure that our Business Plan explicitly assesses current and projected economic conditions and associated financial analysis and the assumptions that underlie the plan								
	11.7	Include this appraisal as part of the revised Business Plan format and consistent with SHR guidance	31/03/10		COM/CMT		31/05/10	Yes	Yes	

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5.4		Identify potential mitigating actions associated with key risks and include this analysis in the Business Plan								
11.8		Analyse risk on a regular basis mitigating action against risks	31/03/10		COM/CMT		22/02/10	Yes	Yes	
11.9		Include in Business Plan	31/03/10		COM/CMT		26/03/10	Yes	Yes	
5.4		Ensure links between specific initiatives and the achievement of stated objectives and including measurements of progress towards these objectives in the Business Plan								
11.10		Detail out key objectives from Business Plan in summary document	31/03/10		COM/CMT		28/05/10	Yes	Yes	
11.11		List initiatives being undertaken to meet key objectives	31/03/10		COM/CMT		28/05/10	Yes	Yes	
11.12		Monitor Progress regularly and in accordance with COM timescale preferences	30/06/10		COM/CMT		28/05/10	Yes	Yes	
5.5		Ensure that our medium and longer term financial projections associated with the Business Plan are formally and actively considered on a regular basis by CMT/COM								
11.13		Monitor budget quarterly; update 5-year forecasts twice yearly; produce 30-year projections annually or as required.	31/03/10		COM/CMT		26/03/10	Yes	Yes	
11.14		Purchase and install the Brixx financial modelling package to ease long-term financial scenario planning	31/10/09		COM/CMT		31/10/09	Yes		
5.6		Ensure that we conduct option analysis and related financial projections on all operational and growth aspects of our business								
11.15		Sensitivity analyses to be undertaken on all of the main assumptions of the Business Plan	31/03/10		CMT		28/05/10	Yes	Yes	
11.16		Devise system to produce full option analysis and related financial analysis for all new initiatives approved by COM	31/03/10		CMT		01/06/10	Yes	Yes	
5.7		Assess more fully Business Plan projections related to new build programmes in the light of current and projected downturn in grant levels and related factors for procurement								
11.17		Produce robust financial projections and scenario planning information related to HAG levels and potential procurement changes related to Section 75s	31/03/10		FINANCE/D&AM		28/05/10	Yes	Yes	
11.18		Undertake quarterly updates for COM as economic and policy changes and adjustments occur	31/03/10	31.03.11	FINANCE/D&AM			Yes		
5.7		Review projected rent levels outlined in our Business Plan in the light of current and projected economic forces								
11.19		Present robust financial projections and scenario plans for a range of rent increase levels and produce a full impact assessment for COM consideration	31/03/10	30/06/10	COM/CMT/FIN		28/05/10	Yes	Yes	
11.20		Publicise our deliberations and seek tenant views	31/12/09	31/12/10	COM/CMT/FINANCE		31/12/10	Yes		
12. Governing Body										

<u>Ins</u>			<u>Initial</u>	<u>Revised</u>	<u>Manager</u>	<u>Action</u>	<u>Date</u>	<u>Update</u>	<u>Evidence</u>	
<u>Rpt</u>			<u>Completion</u>	<u>Completion</u>	<u>Responsible</u>	<u>Complete</u>	<u>Completed</u>	<u>Submitted*</u>	<u>Submitted*</u>	<u>Comments</u>
			<u>Date</u>	<u>Date</u>						
5.11		Ensure that the COM are provided with comprehensive performance management and scenario planning information								
	12.1	Sensitivity analyses to be undertaken on all of the main assumptions of the Business Plan	31/03/10		COM/CMT		28/05/10	Yes	Yes	
	12.2	Produce robust financial projections and scenario planning information related to HAG levels and potential procurement changes related to Section 75s	31/03/10		COM/CMT		28/05/10	Yes	Yes	
5.16		Publicise all COM Minutes and make these readily available on Website, Intranet and respond to requests for different formats or languages								
	12.3	Publish COM minutes on staff intranet and on website	31/03/09		COM/CMT		31/03/09	Yes		
5.24		Minimise any medium and longer term risks to the Association by pursuing efficiency and cost saving measures particularly those related to overhead costs								
	12.4	Present clear Action Plans to COM from September 2009 to achieve a series of cost cutting and efficiencies measures over 2010, 2011 and 2012	30/09/09		COM/CMT		31/12/09	Yes		
	12.5	Implement appropriate actions coming out of COM approvals	30/04/10		COM/CMT		31/12/09	Yes		
		13. Management of Risk								
5.27 & 5.28		Ensure that the Risk Management Policy and strategic framework are fully integrated into the business culture of the Organisation								
	13.1	Continue staff training and awareness to outline the key risks and our intended approach to management and mitigation of these in order to develop a culture of risk management throughout the organisation	31/03/10	30/12/10	COM/CMT/SOM			Yes		
5.31		Develop clear internal audit and enforcement measures that help to deliver consistent approaches to service delivery across all areas of operation and all functions								
	13.2	Develop ICT systems that support procedural adherence and standardisation	31/12/10		CMT/SOM					
	13.3	Develop effective staff training to reinforce policy and procedural adherence	31/08/10		CMT/SOM					
	13.4	Introduce a system of sanctions and eradicate non-adherence to policies and procedures by local operatives	31/08/10		CMT/SOM					
5.31		Introduce a more robust quality assurance system to guarantee high levels of consistent service delivery								
	13.5	Review Service Development's role and middle management role in policy and procedural adherence	31/12/10		CMT/SOM					
	13.6	Review job description of managers responsible for checks and monitoring of policy and procedural adherence	31/07/10		CMT/SOM					
	13.7	Raise staff awareness of need to adhere to policies and procedures	31/12/09		CMT/SOM		31/01/10	Yes	Yes	

<u>Ins</u>			<u>Initial</u>	<u>Revised</u>	<u>Manager</u>	<u>Action</u>	<u>Date</u>	<u>Update</u>	<u>Evidence</u>		
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			<u>Date</u>	<u>Date</u>							
			14. Performance Management and Planning								
5.32			Review our KPIs related to all aspects of our business and services to ensure that we can provide a comprehensive picture of our performance against targets for all key business areas								
	14.1		31/03/10	31/12/10	COM/CMT/SOM			Yes			
	14.2		31/03/10	31/12/10	COM/CMT/SOM			Yes			
	14.3		31/03/10	31/12/10	COM/CMT/SOM			Yes			
	14.4		31/03/10	31/12/10	COM/CMT/SOM			Yes			
			Set clear targets and publish these with benchmarking information made readily available to ease comparison to be made between us and other RSLs/providers								
			Provide narrative on our performance in our annual report and publicise this in Tenant Newsletters, on our website, etc.								
5.32			Establish targets and measurements for tenant and service user satisfaction levels								
	14.5		30/06/10		COM/CMT/SOM/OMT						
	14.6		30/09/10		COM/CMT/SOM/OMT						
	14.7		31/12/10		COM/CMT/SOM/OMT						
	14.8		31/10/10		COM/CMT/SOM/OMT						
			Devise a tenant/customer satisfaction KPI report								
			Report findings to COM/CMT on a quarterly basis								
			Publish results to tenants and other stakeholders								
			Devise mechanisms to respond to tenant and service user feedback and to drive service improvements								
5.34			Issue KPI reports in advance to the Operations Sub Committee members along with covering papers that provide narrative and analysis of the performance figures								
	14.9		30/09/09		COM/CMT		30/09/09	Yes			
	14.10		30/06/09		COM/CMT		30/06/09	Yes			
			Devise a more effective reporting format at Operations Sub Committee and reintroduce KPI analysis on a written and pre-issued basis (i.e. prior to meeting)								
			Agree/confirm timescale for issuing information in advance of meetings								
5.34			Review KPI reports for Operations sub committee to include peer comparators/benchmark information for services and key functions of Operations Dept.								
	14.11		31/03/10		CMT/SOM/OMT		31/03/10	Yes			
			Devise the format and content of a suite of comparison reports to be used as effective business tools by the Operations Dept and Operations Sub Committee.								
5.35			Review the level and quality of information held on our ICT system with a view to ensuring the availability of a consistent and standard reporting tool for use throughout the Association								

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			<u>Date</u>	<u>Date</u>						
	14.12	Review the information currently available to ensure it is accurate and in a useable format	30/09/10		CMT/SOM/F,HR&IT					
	14.13	Action improvements as appropriate	30/11/10		CMT/SOM/F,HR&IT					
	14.14	Review the function of Hummingbird and other available programmes and maximise their effectiveness	31/03/10		CMT/SOM/F,HR&IT			Yes		
5.36		Devise better systems to gather, collate, analyse and report on tenant satisfaction levels and other feedback on our services and other related performance								
	14.15	Review and revise policies and procedures related to customer feedback	30/04/10		COM/CMT/SOM		08/12/09	Yes	Yes	
	14.16	Devise a system for collecting and analysing feedback to ensure positive business outcomes	30/06/10		COM/CMT/SOM		28/04/10	Yes	Yes	
	14.17	Devise a system to document how we have used customer feedback to improve our services and publicise this	31/07/10		COM/CMT/SOM					
	14.18	See section 4.2 for detailed tenant satisfaction survey key actions								
5.39		Develop a corporate training plan								
	14.19	Deliver a corporate training plan each year with clear reports to COM on progress	31/07/10		CMT/HR/IT					
5.39		Introduce a more robust internal training, recording and reporting system								
	14.20	Include internal training feedback in COM reports	31/07/10		CMT/HR/IT					
5.40		Review the Policy schedule and ensure a more robust mechanism for reporting and justifying delays to due reviews and bring all outstanding policy reviews up to date								
	14.21	Restate processes for all policy and procedural reviews.	31/12/09		COM/CMT/SOM		26/03/10	Yes	Yes	
	14.22	Examine Policy Schedule at December 2009 COM meeting and agree and record progress	31/12/09		COM/CMT/SOM		26/03/10	Yes	Yes	
	14.23	Devise departmental policy schedules coming out of Corporate schedule to improve monitoring	31/12/09	30/09/10	COM/CMT/SOM		29/04/10	Yes	Yes	
		15. Customer Focus and Influence								
5.42		Review our approach to Customer Care by reviewing the policy and procedures associated with this key task								
	15.1	Review the Customer Care Policy and determine its significance against the recent Customer Feedback policy and procedural development	31/03/10		COM/CMT		10/06/10	Yes	Yes	
5.42		Set clear customer care objectives and targets and raise staff awareness								
	15.2	Involve service users and tenants in setting and measuring customer care standards	30/06/10		COM/CMT/SOM					

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			<u>Completion</u>	<u>Completion</u>	<u>Responsible</u>	<u>Complete</u>	<u>Completed</u>	<u>Submitted*</u>	<u>Submitted*</u>	<u>Comments</u>
			<u>Date</u>	<u>Date</u>						
	15.3		Set clear customer care standards with appropriate targets, measurements and reports to COM/CMT	30/09/10		COM/CMT/SOM				
	15.4		Develop customer care internal training and deliver	28/02/10		COM/CMT/SOM		25/03/10	Yes	Yes
	15.5		Include targets and performance in published service standards on customer care	30/06/11		COM/CMT/SOM				
5.43			Progress the Tenant Participation Policy review as a matter of urgency and develop SMART objectives against this key area of activity							
	15.6		Finalise with TPAS the current TP Strategy review	31/10/09		COM/CMT/SOM		31/12/09	Yes	Yes
	15.7		Develop a draft TP Strategy and Policy in consultation with tenants	28/02/10		COM/CMT/SOM		28/02/10	Yes	Yes
	15.8		Involve tenants in devising new policy	31/03/10	30/09/10	COM/CMT/SOM			Yes	
	15.9		Establish new TP Strategy	30/06/10		COM/CMT/SOM				
	15.10		Set clear targets for TP activity and develop measurement and reporting tools around these to allow our performance to be analysed	30/06/10		COM/CMT/SOM				
	15.11		Set clearer guidance to staff on how to engage tenants in setting and monitoring our service standards	31/07/10		COM/CMT/SOM				
	15.12		Train all stakeholders to ensure meaningful TP Strategy delivery	31/07/10		COM/CMT/SOM				
	15.13		Publicise clear business objectives and outcomes related to TP	31/07/10		COM/CMT/SOM				
	15.14		Establish mechanism to record TP activity	30/06/10		COM/CMT/SOM				
5.45			Include our tenants in TP training opportunities to further develop and encourage their active involvement in our services							
	15.15		Review how we structure TP activities and ensure that we have sufficient resource focus	28/02/10	30/06/10	COM/CMT/OMT/D&AM			Yes	Yes
	15.16		Develop Plan for the delivery of TP training and tenant group development	30/06/10		COM/CMT/OMT/D&AM				
5.48			Review the Policy Schedule and include a more robust tenant consultation framework for each policy or service review requirement							
	15.17		Determine and publish within the TP Strategy the list of policies that will be subject to tenant consultation when due for review	30/06/10		COM/CMT/SOM				
	15.18		Devise a tenant consultation framework for inclusion in our policy and service standards review requirements and publish the results	30/06/10		COM/CMT/SOM				
5.48			Amend our standard reporting format to include a tenant consultation consideration for each report							
	15.19		Amend the reporting format	31/03/09		COM/CMT/SOM		01/06/09		Yes
	15.20		Raise staff awareness	31/03/09		COM/CMT/SOM		01/06/09		Yes
	15.21		Provide staff and tenant training as required to ensure effective tenant consultation related to policy and service standard reviews or other key aspects of business review	31/03/10	30/09/10	COM/CMT/SOM				
5.49			Publicise the responses and associated outcomes from the Sheltered Housing Satisfaction Survey							

<u>Ins</u>			<u>Initial</u>	<u>Revised</u>	<u>Manager</u>	<u>Action</u>	<u>Date</u>	<u>Update</u>	<u>Evidence</u>	
<u>Rpt</u>			<u>Completion</u>	<u>Completion</u>	<u>Responsible</u>	<u>Complete</u>	<u>Completed</u>	<u>Submitted*</u>	<u>Submitted*</u>	<u>Comments</u>
			<u>Date</u>	<u>Date</u>						
15.22		Devise a clear tenant communication Strategy related to this survey work	31/12/09		CMT/SOM/OMT		01/03/10	Yes	Yes	
15.23		Develop an Action Plan for improvements	31/12/09		CMT/SOM/OMT		01/03/10	Yes	Yes	
15.24		Publicise results and related Action Plans with clear priorities and timescales	31/12/09		CMT/SOM/OMT		01/03/10	Yes	Yes	
15.25		Seek tenant involvement in sheltered service improvement plans	31/03/10	30/06/10	CMT/SOM/OMT			Yes	Yes	
5.51		Fully implement data collection, analysis and reporting mechanism to allow us to hold, interrogate, report and respond to tenant feedback								
15.26		Ensure training on Customer Contact Module (CCM) is delivered to all staff	31/03/10		CMT/IT		31/12/09	Yes	Yes	
15.27		Devise KPI report on customer feedback	31/12/09		CMT/IT		31/12/09	Yes	Yes	
15.28		Publicise internally and externally how we gather and use feedback	30/09/10		CMT/IT					
5.52		Conduct a review of our Feedback Policy and ensure that we fully engage all staff in the delivery and implementation of the Policy								
15.29		Review effectiveness of policy and procedures	30/06/09		CMT/SOM/IT		31/12/09	Yes	Yes	
15.30		Ensure staff understand the requirement for completion of Customer Contact Module	31/12/09		CMT/SOM/IT		31/12/09	Yes	Yes	
15.31		Engage with tenants by publicising feedback statistics and outcomes	31/03/10		CMT/SOM/IT		31/03/10	Yes	Yes	
5.53		Fully implement a single system for recording and reporting on customer feedback								
15.32		Identify and appraise the two systems currently being used and refine to a single system for recording and reporting	31/08/09		CMT/SOM/IT		31/08/09	Yes		
15.33		Move all complaints recording and reporting onto the Customer Contact Module (CCM)	31/12/09		CMT/SOM/IT		31/12/09	Yes	Yes	
15.34		Conduct post implementation review of CCM	30/11/09		CMT/SOM/IT		31/12/09	Yes	Yes	
5.54		Review the data collected in relation to complaints feedback received and ensure that we provide clear and concise information to complainants on how and where to seek advice and support								
15.35		Invite tenant and customer feedback on complaints handling standards and performance	31/10/09		CMT/SOM		31/12/09	Yes	Yes	
15.36		Use feedback to review processes	30/11/09		CMT/SOM		14/06/10	Yes	Yes	
15.37		Review all standard letters to complainants to ensure we meet best practice requirements on advice, information and support	31/12/09		CMT/SOM		31/03/09	Yes	Yes	
		16. Equalities and Diversity								
5.56		Review our Business Plan objectives against the Equalities and Diversity Agenda for RSLs to ensure that we have set SMART objectives in this area								
16.1		Research best practice and requirements for RSLs in relation to E & D compliance	30/06/10		COM/CMT/SOM					
16.2		Review our policy and procedures related to E & D in light of findings	30/09/10		COM/CMT/SOM					
16.3		Progress further staff training and awareness training for staff and other relevant stakeholders	31/03/10		COM/CMT/SOM		09/06/10	Yes	Yes	

<u>Ins</u>			<u>Initial</u>	<u>Revised</u>	<u>Manager</u>	<u>Action</u>	<u>Date</u>	<u>Update</u>	<u>Evidence</u>	
<u>Rpt</u>			<u>Date</u>	<u>Date</u>	<u>Responsible</u>	<u>Complete</u>	<u>Completed</u>	<u>Submitted*</u>	<u>Submitted*</u>	<u>Comments</u>
	16.4		Publicise E & D policy to tenants and other key stakeholders and invite feedback	30/06/10	30/09/10	COM/CMT/SOM				
5.57			Establish clearer and more comprehensive data on our tenants and prospective tenants related to household composition, ethnicity, disability, and other E & D indicators and use the information gathered to design or/and amend services and standards							
	16.5		Agree the data we wish to collect	31/03/10	30/09/10	COM/CMT/SOM/I T/SD			Yes	Yes
	16.6		Set up systems to collect, analyse and report on tenant and prospective tenant data	30/06/10	31/12/10	COM/CMT/SOM/I T/SD			Yes	Yes
	16.7		Establish clear methodology for assessing service standards against customer profiles and preference	30/09/10		COM/CMT/SOM/I T/SD				
	16.8		Ensure that we review all business planning against our tenant and prospective tenant profiles	31/03/10	31/12/10	COM/CMT/SOM/I T/SD		28/05/10	Yes	Yes
5.58			Establish more robust mechanisms for researching and acknowledging ethnic diversity within the local communities that we serve and direct our sheltered housing services to these groups							
	16.9		Research the agencies, bodies and groups that represent minority ethnic interests (and particularly those of elderly people within those groups) in every community in which we operate	30/04/10	30/09/10	COM/CMT/SOM			Yes	
	16.10		Devise methods to engage with all ethnic minority groups' interests that we encounter, to allow us to market our homes more effectively and to make them more widely available	30/06/10	31/03/11	COM/CMT/SOM			Yes	
			17. Efficiency and Value for Money							
5.63			Progress our efficiencies agenda (PTC) in relation to cutting overhead costs							
	17.1		Broaden the debate among all staff to seek efficiency savings	30/09/09		COM/CMT		31/12/09	Yes	
	17.2		Produce an impact assessment and clear cost saving recommendations to COM in September 2009	30/09/09		COM/CMT		31/12/09	Yes	
	17.3		Implement a staff and union consultation process on redundancies and other cost savings	31/10/09		COM/CMT		31/12/09	Yes	
	17.4		Determine any Phase II PTC priorities and devise Action Plan	30/04/10		COM/CMT		29/04/10	Yes	Yes
5.66			Conduct a full and comprehensive development/growth assessment to ensure that financial projections have been critically assessed against current economic considerations							
	17.5		Implement Brix forecasting module.	31/10/09		COM/CMT/SOM		31/10/09	Yes	
	17.6		Define assumptions and undertake sensitivity analysis	31/12/09		COM/CMT/SOM		28/05/10	Yes	Yes
5.67			Define our optimum investment level in Planned Maintenance and compare our current performance and anticipated profile against other RSLs to allow good business decisions to be made							

<u>Ins</u>	<u>Rpt</u>		<u>Initial Completion Date</u>	<u>Revised Completion Date</u>	<u>Manager Responsible</u>	<u>Action Complete</u>	<u>Date Completed</u>	<u>Update Submitted*</u>	<u>Evidence Submitted*</u>	<u>Comments</u>
17.7		Investigate why Cairn HA expenditure is lower than peer RSLs and use this information to inform business decisions	31/12/09		COM/CMT/SOM		31/12/09	Yes		
17.8		Determine investment levels on PM over a 2- 30 years profile	31/03/10		COM/CMT/SOM		22/04/10	Yes	Yes	
17.9		Determine resource requirements and structure required to deliver PM investment programmes determined by tenant preferences and aspirations	31/01/10	30/11/10	COM/CMT/SOM			Yes		
5.69		Review cancellation work orders data requirements to determine how we follow best practice in relation to this service area								
17.10		Produce IBS report to collate all cancelled orders with reason code	31/12/09		CMT/SOM/IT		31/12/09	Yes	Yes	
17.11		Set up maintenance forum to review performance in this area	31/08/09		CMT/SOM/IT		31/08/09	Yes		
17.12		Consult with tenants on issues around cancelled work orders and amend procedures where feedback suggests that this is necessary	21/02/10		CMT/SOM/IT		31/12/09	Yes		
5.70		Ensure that we have a system/methodology to gather, monitor and analyse information on variations to work orders or cancelled work orders								
17.13		Check the accuracy of the 63% level of varied responsive work orders and define accurate level as starting point	31/07/09		CMT/SOM/IT/SD		30/04/09	Yes	Yes	
17.14		Devise an ICT system to gather and report on level of variations	31/12/09		CMT/SOM/IT/SD		31/12/09	Yes	Yes	
17.15		Devise appropriate control mechanisms	31/12/09		CMT/SOM/IT/SD		31/12/09	Yes	Yes	
17.16		Instigate appropriate staff training	31/01/10		CMT/SOM/IT/SD		31/12/09	Yes		
17.17		Variation report to be produced underpinned by an agreed Schedule of Rates	31/12/09		CMT/SOM/IT/SD		31/12/09	Yes	Yes	
5.72		Develop a comprehensive corporate procurement strategy and associated procedures								
17.18		Identify areas for consultation with tenants in relation to procurement processes	31/12/09		COM/CMT/OMT/D&AM		31/12/09	Yes	Yes	
17.19		Draft new policy	28/02/10		COM/CMT/OMT/D&AM		24/02/10	Yes	Yes	
17.20		Consult with staff, tenants and other stakeholders and use outcomes to influence final draft	31/03/10		COM/CMT/OMT/D&AM		24/02/10	Yes	Yes	
17.21		Establish staff training	30/04/10	30/09/10	COM/CMT/OMT/D&AM			Yes		
17.22		Record savings delivered through procurement strategy and publicise findings	30/04/11		COM/CMT/OMT/D&AM			Yes		
5.72		Put in place mechanisms to ensure that we review our list of Contractors annually with tenant feedback on contractors sought and used to influence new lists								
17.23		Use tenant feedback on individual contractors to determine future inclusion or removal from Approved list.	31/03/10	30/09/10	CMT/D&AM/OMT			Yes	Yes	
5.73		Devise general guidance to assist our assessment of quality and price considerations when awarding major contracts								

			<u>Initial</u>	<u>Revised</u>						
<u>Ins</u>			<u>Completion</u>	<u>Completion</u>	<u>Manager</u>	<u>Action</u>	<u>Date</u>	<u>Update</u>	<u>Evidence</u>	
<u>Rpt</u>			<u>Date</u>	<u>Date</u>	<u>Responsible</u>	<u>Complete</u>	<u>Completed</u>	<u>Submitted*</u>	<u>Submitted*</u>	<u>Comments</u>
	17.24		30/04/10	31/08/10	COM/CMT/OMT/ D&AM			Yes		
	17.25		31/08/10		COM/CMT/OMT/ D&AM			Yes		