

**MAGNA HOUSING ASSOCIATION - SERVICE IMPROVEMENT ACTION PLAN
UPDATED ON 12 November 2009**

SPECIFIC ACTION	MEASURED BY	LEAD STAFF	Resources	DEAD LINE	OUTCOMES AND COMMENTS	STATUS	
ACCESS AND CUSTOMER CARE							
1	Develop and publish a suite of measureable and challenging service standards in consultation with residents – to ensure that residents have influenced the standards and know what level of service to expect (October 2009)						
1.1	Advise residents that consultation will be taking place on setting service standards and encourage their participation.	Article in Spring 2009 edition of Opendoor. Help with transport and home visits offered.	KA	No additional cost (NAC)	Mar 2009	Raise awareness of activity and how to engage with Magna.	Complete.
1.2	Test views of involved residents on approach to consultation.	Notes sent to residents who took part. Feedback given in the Summer 2009 edition of Opendoor. Feedback secured through 2 Focus Groups, by telephone interviews and home visits reported to Board (35 residents engaged with process).	KA	£2k	Apr 2009 Jun 2009 Apr 2009	Resident support for consultation approach and use of market research tools secured. Achieving greater confidence in the work undertaken and Magna's approach.	Complete. Complete. Complete.
1.3	Undertake consultation with uninvolved residents on service standards using	Records from Focus Groups, survey, response reports and report to the	KA	NAC	Apr – Jun 2009	MHA clear on what residents want and their	Consultation complete. Consultation Reports produced and distributed for the following

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	Focus Groups, surveys, home visits and the website.	Board.				priorities.	service areas: <ul style="list-style-type: none"> • Aids and Adaptations • Rehousing • Relet Standard • Customer Care • Grounds Maintenance • Window Cleaning • Communal Cleaning • Anti-social behaviour • Response Repairs • Resident Involvement
1.4	Inform residents of the impact of their involvement and the new service standards. Organise the production of the final set of service standards and send them to all households	New Service Standards sent to all households, incorporated into tenant and leaseholder handbooks, available at reception areas and on website. Service Standards sent to all households.	Heads of Department (HoD) MB	Printing bill of approx. £5k Postage of approx. £2.5k	Oct 2009 Oct 2009	Increased confidence amongst residents that MHA listens to and acts upon their views. Service standards produced in a standard format easy for residents to access and understand	VFM and residents shaping the new 5 Yr plan discussed at resident meeting. Improvement Questionnaire suggested and acted upon. Service standards were taken to the Residents Talkfest held 10/9/09. Feedback reports circulated. Service standard have been consulted on at working groups. Service standards will be approved by area panels at their meetings in November. Article has been included in the winter edition of Opendoor.
1.5	Set up systems with residents to test performance against	Mystery shopping in place to test performance against standards.	KA	Unknown at this time.	Oct 2009	MHA and residents will have hard evidence of	HQN have been appointed to assist in the set up of mystery shopping.

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	service standards and incorporate results into performance indicator pack.	Monthly telephone surveys being carried out to test performance against standards. Performance Management Reports include feedback from these sources.	KA KA		Jan 2010 Jan 2010	performance and are using this to tackle areas of weakness.	We have trained 5 residents in mystery shopping and are already involved in reviewing empty property condition against relet standard. Discussion has taken place with Auditor from QHS who has confirmed that by having residents as mystery shoppers it will help us demonstrate that we our monitoring performance standards and QHS can take this into account when assessing for accreditation. Joint training has taken place with MWS residents. More training to take place in December.
2	Support and involve residents in the design and delivery of services						(October 2009)
2.1	Further develop resident involvement activities, including use of Focus Groups, surveys, routine feedback and short life working groups to enable residents to influence service design and delivery. Working groups:	Records of all activities, reports to Board recommending change and reporting back to residents via letters, magazines and the website. To be set up	HoD EC/MF	NAC	Oct 2009 Oct 09	MHA will have significant detail of resident experience of services and aspirations for improvement. This information is used to redirect resources and	Attending resident meetings and forums – major repairs and future investment See reports to MHA Board on draft access strategy and insulation policy.

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	Tenancy Management					review policies and procedures.	
	Estate Management	To be set up	EC, TM/MF		Jul 09	Board set priorities taking account of resident views.	Complete Residents identified for Tenancy Management group.
	Sheltered Housing Supported Housing Anti Social Behaviour Response Repairs	Working group set up House Meetings in place Working group set up Working group set up	EC EC EC TM		May 09	Resident Involvement levels increase as residents see their involvement having a positive impact.	Complete Complete Complete Complete
	Planned Maintenance	To be set up	YV/MF		Jul 09	As above	
	Income Management	Service Review group to be set up	EC/MF		Aug 09	As above	Now combined with the Repairs working group.
	Lettings and Allocations/ Empty Property management	Working group set up	KA		Jul 09	As above	In place- first meeting held July 09.
	Resident Involvement	Working group to be set up	KA/MF			As above	In place
	Customer Care and Complaints	Working group set up	KA		Jul 09	As above	In place
	Leaseholder/Shared	Service Review group has	YV			As above	

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	Owners	been set up New satisfaction surveys for: grounds maintenance window cleaning communal cleaning gas servicing major refurbishments	KA/KM		Jul 09 May 09 May 09 Apr 09 Apr 09		In place In place All new satisfaction surveys complete and survey results returned, analysis undertaken and distributed to service managers.
3	Develop a clear strategic approach to improving access based on a clear understanding of current levels of access and satisfaction among customers. (October 2009)						
3.1	Undertake research on the preferences of all customers who access MHA's services and identify levels of satisfaction with current access arrangements. Use the results to identify areas for improvement.	Ask residents at all Focus Groups being run if they want extended opening hours and/or changed telephony arrangements. Ask all visitors to all offices the same question. Ask same question of residents contacting us via the free phone repairs number.	KA KA TM	NAC	May – Jul 2009	MHA will have 3 months of data on which to draft proposals for extending opening hours and/or improved telephony systems.	Consultation Complete Consultation Report produced and distributed. Complete. Complete.
3.2	Using the research from action 3.1 develop a	Evidence on file of research of best practice in customer	KA	NAC	Sep 2009	MHA will have a firm understanding	Draft customer access strategy produced early September and

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	customer access strategy that effectively addresses customer needs and areas identified as needing to be improved.	access. Focus Group records that show views of a cross section of residents on questions posed and MHA's proposed changes. Survey records that shows evidence of resident wishes.				of need and aspiration. Resources needed to deliver possible changes can be costed.	out for consultation with residents Sept 09.
3.3	Discuss proposal with Area Residents' Panels.	Panel records.	KA	NAC	Sep 2009	Residents will be made aware of proposed new arrangements and can influence the final proposals.	Draft strategy was consulted on: <ul style="list-style-type: none"> at Residents Talkfest 2009 October 2009 with the customer care and complaints working group November 2009 with resident reps for consultation. Going to Panels in November 2009
3.5	Access strategy taken to MHA Board for consideration.	Board Paper and minutes.	KA	NAC	Nov 2009	Board will agree an access strategy.	Strategy is going to November 2009 Board.
3.6	Publicise new arrangements to all residents making full use of letters, Resident's magazine and website.	New Customer Access Strategy is in place and staff have been trained on this Evidence of promotion is available.	KA	NAC	Nov/Dec 2009	Resident Satisfaction will increase. Improved access to services by residents.	
4	Improve website facilities to allow more services to be delivered online.						(October 2009)
4.1	Undertake research with a sample of MHA residents to identify what services	A review of 3 star landlord websites will been undertaken and used as a	KA	NAC	Apr – Jun 2009	MHA know what best practice looks like, and knows	Consultation is complete and consultation report has been produced and circulated.

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	they would like to see available on an improved website.	benchmark when testing resident aspirations. A cross section of households have agreed to work on this through a short life working group and their views are recorded. Focus Groups will ascertain interests of residents; number of residents with internet access; information wanted and technical abilities that residents have.	KA/DF KA			what MHA's residents want and their priorities. This will ensure changes suit our residents.	The priorities for residents for online services are: 1. View rent account 2. Report a repair 3. Track a repair A residents working group has been established to help develop the website and online services. Complete. Our consultation audience was a close match to our resident profile. New website went live on 30/10/09.
4.2	Review the existing website to identify gaps in information and improvements required. Ensure that the information is as up to date as possible and implement improvements.	Report to Management Team shows list of short term improvements to be made, target times and completion dates is on file.	CMcK KA CM TC MB	NAC	Apr – Sept 2009	Existing website is operating as well as it can, pending review.	Information on supported housing, sheltered housing, mutual exchanges, ASB and housing management improved and updated in June, July, Aug and Sep 2009. New requirements for the website have been identified and incorporated into the design
4.3	Test technical	Staff have investigated	CF	Website	Jul – Oct	Website offers	Website supplier selected.

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	requirements to meet aspiration and cost this to determine if resources can be made available in current year.	costs of improving website, including interactivity and have researched suppliers. Report to Board makes a recommendation.	DB	improvement costs are unknown at present.	2009	better information, is easier to navigate and residents can do more interactively if they wish. Increase use of the website by residents.	Online services supplier selected. Development of website and online services well underway and on target. Website went live 30/10/09. Online repairs reporting will go live Mid December 2009.
5	Publish a clear five-year planned maintenance programme.						(October 2009)
5.1	Research how other landlords have gathered and presented this information.	Research file shows examples of a range of high performing landlords' best practice.	MB	NAC	May 2009	MHA's programme is in line with best practice and the costs of different publication formats will be known.	Complete.
5.2	Consult residents on what information they want in a 5 year planned maintenance programme and how we should prioritise the work.	A Focus Group of residents who have recently received major works has informed MHA of ways to enhance the current procedure in respect of what information is needed. A cross section of residents has taken part in a Focus Group looking at what type of information is wanted, what their priorities are for	KA/MF (phase 1) KA/KM (phase 2)	NAC	Apr – Jun 2009	Secured feedback is used to: improve the design of the process to be undertaken for the benefit of residents. Identify resident priorities for the type of work to be undertaken and determine an	Initial consultation through focus groups is complete. 2 nd Phase consultation via postal survey to understand resident priorities complete. Postal survey ran from end July to August 09 and report will be available mid September 09. We received over 2,000 responses to this survey. Report has been presented to

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		works and how to prioritise work.				appropriate level of information to meet residents' interests.	MTM and handed over to HofTech Services to action.
5.3	Devise a draft 5 year planned maintenance programme for Board approval.	Programme produced, Board papers and minutes.	YV	NAC	Jul – Sept 2009	Programme ready for full consultation.	Commencement delayed. Draft 5 year planned maintenance programme will be completed by November 2009. Final draft will go to Board in February 2010.
5.4	Publish and communicate the draft programme to residents.	Send a letter to all residents saying what works are planned for their home over the next 5 years. Include this information on the website. Feedback received from residents on the draft programme.	YV	£3k	Oct 2009	There is clarity and confidence amongst residents who will receive work in the next five years All residents will be aware of their improvement prospects Feedback from residents will better inform future programme.	Commencement delayed. Draft plan will be shaped by resident feedback first. Revised completion due Jan 10
5.5	Take on board resident comments. Seek Board approval for budget to deliver next year's programme and draft programme for following 5 years. Publish and communicate the final programme for the	Production of revised programme. Board paper and minutes. Send a letter to residents. Include this information on the website.	YV	£3k	Mar 2010	There is clarity and confidence amongst residents who will receive work in the next five years All residents will be aware of their improvement prospects	On target.

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	year 2010/11 and draft programme for the following 4 years to residents.					Feedback from residents will better inform future programme.	
EQUALITY AND DIVERSITY							
6	Develop a greater understanding of the profile of residents and use this understanding to shape service delivery.						(October 2009)
6.1	Ensure that the data from the current communication needs survey is on Academy and correct for as many residents as possible.	Random checks of the accuracy of data – 1% sample monthly.	KA/KM	NAC	Jun 2009	Residents are receiving services in a manner that is appropriate to their needs and wishes.	Complete. Random checks are in place. Plans are being produced to enable resources to be redirected to targeting the collection of missing resident data.
6.2	Ensure that data is stored in such a way as to make it easy to extract from Academy.	Staff teams will be making regular demands for this data and will be in a strong position to feedback inaccuracies as well as report any difficulties getting required data.	MB	NAC	Jul 2009	Staff are receiving accurate data that is supporting them to deliver services appropriately.	Complete. Bi-monthly report on resident profile data now produced.
6.3	Ensure that contractors have access to relevant data to enable them to provide services appropriately and protect resident confidentiality.	Reduction in reports of no access that result from lack of knowledge of residents circumstances (e.g. tenant will take 10 minutes to open door through mobility problems).	YV, TM	NAC	Oct 2009	Access to services is easier, tailored and with improved customer knowledge and care.	Success dependent on IT & administrative solutions which are still to be identified. Completion likely to be Jan 10.
6.4	Publish summary data about the profile of our residents on an annual	File records show that data has been gathered and circulated.	SH	NAC	Oct 2009	Awareness of changes and trends is	Training on how to access the data complete. Summary will be published December 2009.

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	basis and communicate this throughout the organisation and to key partners.					increased and this supports staff, involved residents and Board Members in their decision making.	
6.5	Ensure that information reported in the Performance Indicator (PI) pack includes where appropriate a breakdown of where performance differences exist in relation to the profile of our residents.	PI data is reported by ethnicity and any other characteristic that is seen to be potentially discriminating against client groups.	CD	NAC	Oct 2009	Discrimination is identified and corrective action taken to maximise relevant service delivery to all.	Complete. Breakdown according to characteristics of ethnicity, age, gender, disability, sexual orientation and religious belief is provided for satisfaction with the repairs service. Board membership and recruitment breakdown also provided. Ethnicity, age, gender and disability on satisfaction with the lettings process the breakdown of applicants for rehousing and applicants housed.
6.6	When undertaking Equality Impact Assessments (EIA's), use resident profile data to ensure that services are shaped to take account of residents' specific needs. Monitor the changes that are delivered using this method.	Equality Impact Assessment (EIA) documents clearly show how services impact on a range of client groups.	HoD	NAC	Apr – Oct 2009	Discrimination is identified and corrective action taken to maximise relevant service delivery to all.	Resident profile data now produced monthly to assist.
6.7	Use profile data when creating strategies and where appropriate, leaflets	EIAs	HoD	NAC	Apr – Oct 2009	Better quality and range of information and	Resident profiling data has been used to target residents for all consultations carried out

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	and publications.					strategies. by Neighbourhood Services that are referred to in this action plan. New Financial Inclusion Strategy (July 09) uses resident profile data. Info to be included in revised Asset Man Strategy and revised info leaflets. Access strategy. Community Involvement Strategy Resident Involvement Strategy.	
6.8	Planning and procedures in place to undertake a phased tri-annual review of the communication data that we hold for each resident.	Duplicates of the records held used at tri-annual home visit to correct any inaccuracies.	KA EC	NAC	Oct 2009	Improved satisfaction. Reduced antagonism at being asked same questions over and over again. Staff using accurate information to communicate effectively and plan service changes.	Housing Officers are completing the forms as part of the tenancy visit programme. The home visit procedure sets out our approach.
7	Complete equality impact assessments on key areas of policy and service delivery and develop robust action plans to address any negative						

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impact of policies and inform strategies on equality.							(October 2009)
7.1	Identify key policies, procedures and other key documents covering service delivery and plan for them to be completed by October 2009.	List of policies and procedures produced and prioritised.	MB	NAC	Apr 2009	Most important policies and procedures have EIA's.	Complete.
7.2	Undertake EIAs on key policies, procedures and other key documents identified in action 7.1.	EIAs undertaken.	HoD	NAC	Oct 2009	MHA knows if any of the key policies and procedures are inadvertently discriminating against any client group.	Some EIAs have been undertaken. On target 60% of the documents listed as a priority have been completed. More will be done during November and December.
7.3	Take corrective action where any discrimination is identified.	Reports to Board on policy changes if required. Changes to procedures as necessary.	HoD	Unknown	Apr – Oct 2009	Inadvertent discrimination has been reduced or removed.	New EIA form now includes an action plan that is completed where potential discrimination is identified.
7.4	Publicise findings and changes made as a result of EIA's.	Reported via magazine and website.	SH	NAC	Apr – Oct 2009	Residents and partners understand how seriously we take diversity issues.	This has not happened yet. This will be published the same time as the data in 6.4 above.
VALUE FOR MONEY							
8	Develop a robust understanding of how costs compare with peers.						(October 2009)
8.1	Identify additional opportunities to benchmark costs with local similar	Performance reporting to the Board, to residents via the annual report and	MB	NAC	Jun 2009	Residents are able to judge what value they get for	MHA have signed up to new continuous improvement club. Made up of local HAs.

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	<p>sized RSLs that are performing in top two quartiles.</p> <p>Appoint additional resources to improve the validity of data and its timeliness.</p>	<p>through magazine articles, website and reception area posters showing performance.</p> <p>A member of staff appointed and information produced by HouseMark in October.</p>				<p>their rent and service charges and take account of this when giving satisfaction ratings.</p> <p>Staff awareness of VFM is increased, leading to greater efficiency.</p>	<p>Opportunity to benchmark will be pursued through this group. Specific request has been made for organisations to benchmark costs of formal complaints.</p> <p>JD and Person spec for the new role has been drafted and recruitment will start in the new year.</p>
8.2	Better utilise and understand data from existing benchmarking exercises and use that data to identify and implement improvements in service delivery.	Evidence of using benchmarking data to identify weaknesses and then contact higher performing services to research method of improving performance. Look at worst performing services first.	HoD	NAC	Jun – Oct 2009	Residents can see an improvement in how the worst services are performing.	Benchmarking data used to influence KLOE reviews, self assessment, budget setting and efficiency review forms.
8.3	Develop a method to better communicate to residents how costs compare with our peers and evidence improved resident understanding of benchmarking.	Comparisons are included in regular reports to residents via the website and the magazine.	MB	NAC	Oct 2009	Residents are able to judge what value they get for their rent and service charges and take account of this when giving satisfaction ratings.	Article on rent comparison data published in Spring 09 Opendoor. VFM mentioned in article on new Money Matters Adviser, Summer 09 Opendoor. Benchmarking article included in Winter Opendoor. Best practice examples identified and will be taken to residents panels in November.
9	Routinely review service cost alongside service performance.						(October 2009)

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9.1	From June 2009, data reported in the Performance Indicator pack will show service costs against performance data.	Research undertaken to better understand costs – then include unit costs in performance management reporting.	MB	NAC	Jun 2009	Staff Board and residents have a greater focus on efficiency and know what is possible.	Complete. More cost information will be reported in the PI pack from June 2009. The usefulness of the information will be monitored, changed and further information introduced on an on-going basis. Now that more up to date benchmarking information is available more information will be added to the November pack.
10	Review policies to ensure they maximise opportunities for efficiencies through measures such as the use of joint procurement. (October 2009)						
10.1	Include efficiency considerations when reviewing policies and procedures and ensure the reviews are fully documented.	Information about service standards, costs and cost comparisons is routinely found in all service reviews and used in all consultation related to service reviews.	HoD	NAC	Oct 2009	More confident decisions made and greater awareness amongst residents about costs enable better informed decisions to be made.	The best in the west guidance ensures that service cost and performance is compared with other organisations. It ensures that consideration is given to innovative approaches to commissioning procuring and providing services efficiently and effectively. We are undertaking a best in the west review of income management and asset management during 2009/10.
11	Introduce value for money targets for teams and managers as part of performance management arrangements. (October 2009)						

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11.1	Establish Value For Money (VFM) targets and ensure performance against the targets is reported in each Performance Indicator pack.	SMART ¹ targets have been created that compare well with other landlords and appear in all performance reports.	DA	NAC	Oct 2009	Everyone can see progress in terms of efficiency leading to improved focus on VFM.	MHA have developed a VFM Action Plan. The targets detailed in the plan will be incorporated into the PI Pack from November.
11.2	From April 2009, VFM targets will be set in all Managers annual performance reviews and team departmental plans. Progress against the targets to be reviewed at 121s and interim reviews.	APR, IPR and Departmental Plan Records. Records of 121s.	HoD HoD	NAC NAC	May 2009 May – Oct 2009	Increased understanding of VFM leads to improvements in performance against VFM indicators and a greater confidence in discussions with residents leading to better more informed decisions.	Complete. Included in team meeting agendas and 121s
OTHER SERVICE AREAS							
12	Develop a clearly defined 'decent homes plus' standard in consultation with residents.						(February 2010)
12.1	Create a panel of residents to prioritise elements within a new draft 'decent homes plus' (DHP) Standard.	A panel that includes a range of residents has been set up and has prioritised elements based on research from other landlords and with account taken of MHA's financial	YV	NAC	Jul 2009	Clarity about future standards is available and has enabled appropriate debate about relative priorities.	Maintenance working group now established and will be involved in the production of the decent homes plus standard.

¹ Specific, Measurable, Achievable, Resourced, Time-bound = SMART

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		priorities/obligations.					
12.2	<p>Undertake a series of focus groups that represent the profile of our residents to ensure that the possible new DHP Standard is comprehensively consulted on and people's views taken on board.</p> <p>Use a number of other method to consult with residents on options for a DHP standard.</p>	Evidence in place that FG's knew about standards being set by other landlords and their other priorities and obligations before reaching their own views about MHA DHP standard.	KA/MF	NAC	Oct 2009	Focus Group records show detail of process and resident views taken into account.	<p>Phase 1 resident consultation via focus groups has taken place. Initial findings are available.</p> <p>Draft DHP standard to be reviewed by the maintenance working group. DHP standard to be complete by Jan 2010.</p>
12.3	Undertake full resident consultation via Opendoor magazine and other means of emerging ideas.	<p>Article in Opendoor and on website.</p> <p>Record of collated results.</p>	YV	NAC	Dec 2009	<p>Improved resident satisfaction that they are involved in decision making.</p> <p>Residents more likely to accept final outcome.</p>	Article in Winter Edition of Opendoor. Draft Standards with Maintenance working group
12.4	MHA Board to determine what standards to adopt for MHA.	Evidence of a robust discussion by Board of their options and FG views before deciding on an MHA DHP standard.	DA	NAC	Feb 2010	Confidence that the MHA DHP standard reflects a balance of the aspirations, priorities and resources available.	
13	Develop a clear policy for maximising opportunities to increase the sustainability of the housing stock.						(October 2009)

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13.1	Develop a new policy in conjunction with residents setting out how MHA will maximise opportunities to increase the sustainability of the housing stock.	Research findings are held on record and have been made available throughout policy development phase. Residents have been involved through Focus Groups, Panel meetings and working groups and records show their views to be in broad alignment with final policy.	YV KA	NAC	Jul – Dec 2009	MHA's approach to sustainability is widely available and broadly supported by residents.	Phase 1 resident consultation has taken place via focus groups. The outcome of the consultation was limited. Further consultation was undertaken. Residents will be involved in the production of a document. The policy may not be a stand alone document but will be incorporated into the asset management strategy or the regeneration and neighbourhood renewal strategy.
13.2	The development of the policy will involve residents in the same panels, focus groups and other consultation mechanisms detailed in 12.1 to 12.4.	See 12.1 to 12.4 but replace DHP with sustainability.	YV KA		Jul – Dec 2009	See 12.1 to 12.4 but replace with sustainability.	Included in Asset Management Review group
14	Systematically evaluate the impact of starter tenancies.						(October 2009)
14.1	Systematically evaluate the impact of starter tenancies, to ensure that implementation has provided an effective means of preventing/tackling ASB.	Agreed approach to the review with the 3 area panels is on record. Research from other landlords has been gathered.	EC	NAC	Oct 2009	MHA is confident about the usefulness (or otherwise) of starter tenancies and able to make decisions to improve arrangements.	Evaluation is complete.

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		Focus Groups have been run with MHA residents. Evidence from key players is on file. This evidence was presented to a ASB working group Information on the impact of starter tenancies reported to the MHA Board.	KA/DF		Nov 2009		Resident consultation via focus groups and survey have taken place (June 2009). Findings have been distributed. Questionnaire issued to key stakeholders on ASB work. Report going to MHA Board 23.11.09.
15	Improve performance monitoring information available to senior managers, Board members and residents.						(October 2009)
15.1	Improve DH reporting in the PI pack and ensure that an appropriate measure is used.	Consultation on "an appropriate measure" has taken place and is being included in routine performance monitoring reporting.	KAlex	NAC	Jun 2009	Consistent and accurate understanding of progress against DHS available.	Complete.
15.2	Ensure that performance information on tenant satisfaction on repairs, on time performance and costs are reported to management team, Board members and residents every 3 months.	Detailed satisfaction data is now included in 3 monthly performance monitoring reports.	DA	NAC	Jul – Sep 2009	Consistent and accurate understanding of satisfaction with a range of services is available.	Performance reports are discussed at each panel meeting.
15.3	Expand the narrative to performance in the PI pack and include comparisons with other organisations.	Decisions reached on who to compare with and comparisons now form a routine element of reports.	DA	NAC	Jul 2009	Understanding of possibilities available to residents and Board members, Improving the quality of decision-	Additional information on repair costs and performance against other organisations in terms of quartile performance added to the Management and Performance Information pack

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						making.	
15.4	Have a standard agenda item at each resident panel meeting to ensure that performance information, narrative and benchmarking information is reported regularly.	Filed agenda and related papers show that item is included and discussed.	KA/MF	NAC	Oct 2009	Increased awareness of areas for service improvement.	Ongoing. Reports are taken to each panel meeting. Benchmarking information being taken to November Boards.
15.5	Undertake research to identify best practice examples to communicate performance information to staff. Ensure the effectiveness of what is produced is monitored.	Evidence of examples identified through research and communication with landlords whose system may be most useful at MHA is on file. Decisions made and staff satisfaction with format of information is increased.	MB	NAC	Oct 2009	Staff view information as relevant and useful - leading to more efficient working, leading to better service and better VFM.	Best practice examples have been identified and will go to area panels in November for a discussion on the way forward. We are investigating the implementation of the Housemark document "how to develop and monitor local standards".
16	Monitoring Progress						(May 2010)
16.1	Progress against the plan to be reported monthly at MHA Management Team Meeting.	MT agenda, papers and minutes.	MB	NAC	Mar 2009 – May 2010		Ongoing. Reports regularly reported.
16.2	Progress against the plan to be reported to Area Panels every 2 months.	Area Panel's agendas, papers and minutes.	KA/MF	NAC	Apr 2009 – May 2010		Ongoing. Reports taken to each Panel meeting.
16.3	Progress against the plan to be reported to every MHA Board.	MHA Board agenda papers and minutes.	DA	NAC	May 2009 – May		Ongoing.

**MAGNA HOUSING ASSOCIATION - SERVICE IMPROVEMENT ACTION PLAN
UPDATED ON 12 November 2009**

SPECIFIC ACTION	MEASURED BY	LEAD STAFF	Resources	DEAD LINE	OUTCOMES AND COMMENTS	STATUS	
				2010			
17	Improve the strategic approach to managing value for money and progress on equality and diversity and resident involvement to match the best performing housing providers (October 2009)						
17.1	Research good practice from the best performing housing providers.	Report on good practice circulated amongst key staff	MB	NAC	June-Aug 2009	Good practice awareness is raised leading to improvements in what we can deliver in MHA	Complete.
17.2	Good practice incorporated into KLOE action plans.	KLOE Action Plans contain good practice Resident Involvement Value for Money Equality and Diversity	KA DA SH	NAC	Sept 09 Sept 09 Sept 09	Work plans will include the delivery of excellent services leading to improved resident satisfaction and best practice in these areas.	KLOE reviews complete and action plans produced. More work will be done to incorporate actions into corporate planning timetable.

Key to initials:

KA – Karen Allan
 MB – Mark Best
 HoD – Heads of Department
 EC – Elaine Crooke
 MF – Marianne Fendle
 TM – Trea Murphy
 YV – Yogesh Vadgama
 KM – Kate Morgan

DF – Darlene Ford
 CMcK – Colette McKenney
 CM – Chris Meadows
 TC – Tracey Clark
 CF – Catriona Fountain
 DB – David Block
 SH – Sally Huggins
 CD – Chris Davies

KAlex – Kevin Alexander